

FINANCIAL TIMES

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World Business Newspaper <http://www.FT.com>

TUESDAY OCTOBER 15 1996

Brussels to leave open loophole in competition rules

Retailers and distributors of petrol, beer, luxury goods and perfumes will be allowed to continue to exploit a loophole in European Union competition rules because of delays over rewriting policy. The European Commission decided to extend by two years regulations that allow certain exclusive agreements, such as those between breweries and pubs, to be spared scrutiny. Page 16

Ex-Barings manager claims £500,000
Mary Walz (left) one of the senior managers at Barings in charge of rogue trader Nick Leeson, told claim to a £500,000 (£750,000) bonus she was promised hours before the discovery of hidden losses of £230m last year. Ms Walz, who was sacked for her part in the collapse, told an industrial tribunal in London that she had been described as "a star" while being told of her bonus by Barings deputy chairman Andrew Tuckey. Barings is now owned by Dutch bank ING Group. Page 10

Chrysler set to equal record
Chrysler, smallest of the big three US vehicle builders, reported strong sales during the summer, setting it on track this year to equal the record \$3.5bn of after-tax earnings it recorded in 1994. Page 17

UK seeks to end aluminium tariff
British aluminium producers broke ranks with other European producers and called for an end to the 6 per cent tariff charged on about 60 per cent of the aluminium imported by the European Union. Page 5

Soyabean segregation rejected
Unilever and Nestlé, two of Europe's largest food manufacturers, rejected segregation of genetically modified US soybeans as impractical. Page 7

BA pledges to save Air Liberté jobs
British Airways pledged to save the jobs of 1,250 staff at Air Liberté after tabling a £3m takeover bid to administrators of the French carrier. Page 17; Lex, Page 16

Germany maintains recovery
Germany maintained its economic recovery in the third quarter, the Bonn economics ministry reported. It predicted that gross domestic product would show stronger year-on-year growth than in the second quarter. Page 3

French seek UK rail franchise
Comex Rail, UK transport subsidiary of French water group Compagnie Générale des Eaux, took over the South Eastern rail franchise covering Kent and Sussex and said it hoped to acquire two more. Page 10

Traub shares suspended
The future of Traub, one of Germany's leading machine tool makers, was in doubt after its shares were suspended on the request of Deutsche Bank, one of its biggest creditors. Page 17

Japanese group plans new airline
Japan's largest discount travel agency, H.L.S., plans to launch the country's first new internal airline in 46 years. Page 16; Observer, Page 15

Pensions advisers fined
The UK Securities and Investments Board fined four of the country's leading independent financial advisers a total of £405,000 (£632,000) in the first significant disciplinary action to stem from the probe into personal pensions mis-selling. Page 10

Taxes needed to ease Russian poverty
A quarter of Russians live below the poverty line but there is little the government can do to ease their plight unless companies start paying their taxes, social services minister Victor Ilyushin said. Page 3

Australian banks agree to merge
New South Wales-based bank St George launched an agreed A\$2.65bn (US\$2.1bn) bid for Advance Bank, its Sydney-based rival. Page 17

World Service changes approved
UK foreign secretary Malcolm Rifkind approved plans by the BBC for restructuring its World Service after the corporation offered concessions designed to protect the "special character" of World Service broadcasts. Page 10

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STOCK MARKET INDICES

New York: Dow Jones Ind Av	3,014.47	(+45.09)
NASDAQ Composite	1,294.02	(+5.75)
London: FTSE 100	2,683.58	(+7.85)
Nikkei	21,029.25	(+10.6)

US RATES

3-month Treasury Bill	6.50
6-month Treasury Bill	6.50
1-year Treasury Note	6.50

OTHER RATES

UK 3-month Interbank	5.75
US 3-month Libor	5.75
France 10 yr Bond	101.45
Japan 10 yr Bond	101.45

NORTH SEA OIL (Argus)

Brent Dated	24.75
WTI	23.85

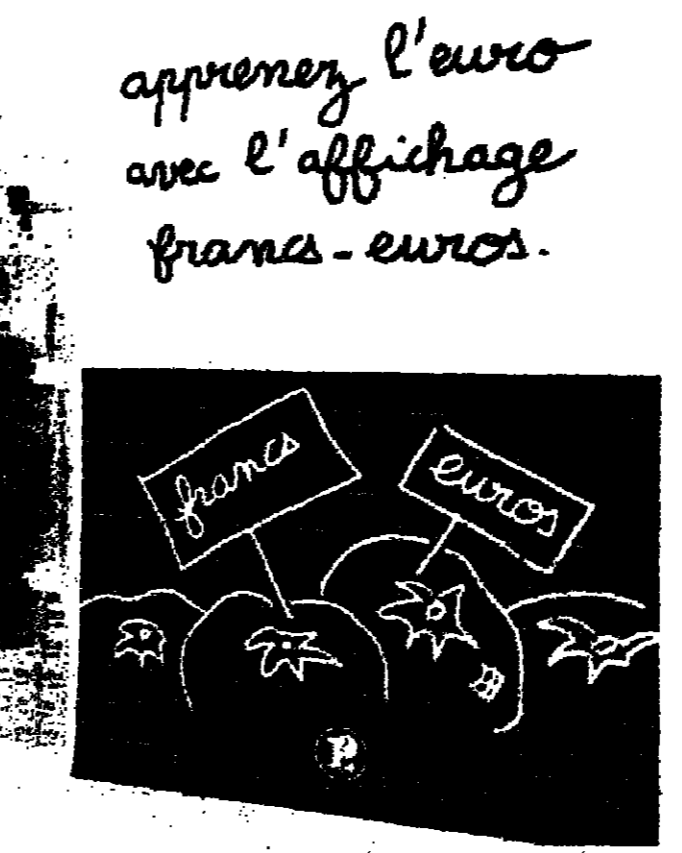
Wide-ranging privatisation plan intended to raise \$8bn in next 12 months

Spain to shake up public sector

By Tom Burns in Madrid
Spain is to launch a privatisation drive, restructure some loss-making state-owned companies and close others in a bid to stem the public-sector drain on state revenues ahead of the planned launch of the European single currency in 1999. The plan calls for more than Pta1,000bn (\$7.8bn) to be raised in the next 12 months in privatisation receipts - well over twice the amount realised in a single year by past privatisations. The main feature in the plan

will be the sale of part of the government's controlling stake in Endesa, the dominant electrical utility. The government's 63 per cent stake in Endesa will be sold over the next three years in successive global offerings. These are expected to raise some \$9.3bn at current market prices. The privatisation programme will begin before the end of 1996 with a low-key sale of the state's remaining 3.6 per cent stake in Gas Natural, the LNG importer and distributor. It will pick up speed at the beginning of next year with the full privatisation of Telefonica, the telecoms operator. Global co-ordinators for the sale of the state's 21 per cent stake in Telefonica, which is valued at around Pta469.1bn, will be appointed before the end of this month. The disposal is scheduled to take place in late January or early February. The ministry plan envisages that the state's remaining 10 per cent of Repsol, the oil, gas and chemicals group, will be sold in the first half of next year in an offering that would raise Pta121.7bn at current market prices.

The industry ministry plans to sell off its stake in Endesa in tranches of about 20 per cent at 12-month intervals, starting in the second half of the year. This strategy is in line with recent analysis by domestic brokers suggesting that the markets can absorb up to Pta500bn of Endesa shares in a single offering. Endesa, which made record net profits of Pta81bn in the first six months of this year, is the jewel in the state's corporate crown. Its privatisation has been delayed by the setting-up of a liberalised regulatory framework for the electricity sector. Broad agreement on the liberalisation guidelines and on new tariffs is expected before the end of this month. The revenues raised from the sales will be placed in a common fund, supervised by the industry ministry, that will seek to end the haemorrhage of funds to state-owned companies. Between 1989 and 1995 total government funding to these state-owned companies amounted to Pta8,664bn. An amount of Pta672bn is already earmarked as subsidies to loss-making enterprises during the 1997-99 period. The ministry believes that Hunosa, the nationalised coal group, should be wound up over the next 10 years. Hunosa lost Pta77bn last year and is scheduled to receive government aid totalling Pta230bn over the next two years. The ministry also believes cuts will be needed in the state-owned shipyards. These are forecast to lose Pta30bn this year, 50 per cent more than planned. The armaments group Santa Barbara will have to close three of its seven plants and shed a third of its 2,300 labour force to avert bankruptcy.



Italy warned against 'hasty' return to ERM

By Lionel Barber in Luxembourg
Mr Jürgen Stark, deputy German finance minister, called for a "clear, hard, strict, and narrow" interpretation of the Maastricht treaty's criteria for ERM membership.

France warned Italy yesterday against a "hasty" re-entry of the lira into the exchange rate mechanism. The warning, delivered in the margins of a meeting of European Union finance ministers in Luxembourg, foreshadows tense negotiations between Italy and the EU on the terms of re-entry. Hopes that the Italian currency would re-enter soon rose after the weekend agreement on the entry for the Finnish marka at 3.04 to the D-Mark. But Mr Jean Arthuis, French finance minister, declared that the lira's parity inside the ERM had to be "durable, sustainable, and equitable".

"To be hasty on the re-entry [of the lira] would mean to take a risk which would cause harm to the Italian and European monetary authorities," he said. France's hard line on the lira's parity coincides with German reservations about admitting debt-ridden Italy in the first wave of countries joining the planned launch of economic and monetary union on January 1 1999.

Mr Rottiano Prodi, Italian prime minister, is pushing a draconian budget for 1997 through parliament to qualify for Emu in spring 1998. Observers believe he would like to open talks on the lira's re-entry after passage of the budget, possibly by mid-November. Mr Carlo Ciampi, Italy's treasury minister, said he was

Continued on Page 16

Philips set for further change after warning over profits

By Gordon Cramb in Amsterdam

Philips, Europe's biggest maker of electronics goods, yesterday warned that half-year profits may not rise - foreshadowing a further internal shake-out.

"We believe it necessary to accelerate planned actions for recovery," the Dutch group said, promising further details when it announces third-quarter results in nine days. Based on preliminary information for the three months to September, Philips said it was "most unlikely" that operating income in the half year would improve from the Ft1.218bn (\$1.8bn) achieved in July-December 1995.

Philips' shares on the Amsterdam Stock Exchange closed Ft2.30 down at Ft62.50 on the news, the first statement on the company's outlook over this month as chairman Mr van der Plas said. Asked why it had needed to issue a profit warning so close to a results announcement, an official said: "If we have this knowledge internally, we feel it is appropriate in the financial world that we share that knowledge with our stakeholders." He declined to specify where the problem lay. In late July Philips, which has been hit by severe price competition across a range of its activities, cut 6,000 jobs - or 15 per cent of those employed - at its consumer

Buoyant Dow boosts shares across Europe

By Lisa Branston in New York and Philip Coggan in London

The Dow Jones Industrial Average surged past the 6,000 mark in early trading yesterday, apparently headed for a new landmark in the long-running world bull market in equities.

The strength of Wall Street gave a further lift to shares in Europe, where several indices set new highs. In London, the FT-SE 100 index recovered from early losses to match a record close of 4,038.7, up 10.6 on the day. Closing peaks were also established in Budapest, Copenhagen and Oslo.

The recent buoyancy of the US stock market was prompted by the US Federal Reserve's decision last month not to raise interest rates. Subsequent economic statistics indicating a lack of inflationary pressure have appeared to back the Fed's judgment. Twice last week the Dow climbed above 6,000 during trading, only to fall back. Yesterday's move was more decisive: at 1pm New York time, the Dow was up 43.23 at 6,012.61. However, the rise came in light volume and without the support of the bond market, which was closed in observance of Columbus Day. The Dow's move through 6,000 has been halting compared with its surge through 5,000 last November, just nine months after passing 4,000. Then, in one of the strongest bull market runs in the history of US equities, the blue chip index smashed through 5,000 and continued straight up for six months, until worries



about the strength of the technology sector led to rockiness on the market over the summer.

Few on Wall Street are worried about this weekend's anniversary of "Black Monday" - October 19 1987 when the Dow tumbled more than 22 per cent in one day - but many believe the pace of the market's increase should slow along with the cooling pace of corporate earnings growth. Mr Eric Miller, chief investment officer at Donaldson Lufkin & Jenrette, believes that estimates for 12 per cent earnings growth next year are too optimistic and could contribute to volatility in the market if corporate earnings disappoint. "I don't think we're going to see 7,000 in 1997," he said.

In Europe, share prices have been supported by low interest rates as governments and central banks try to offset the restrictive fiscal packages imposed to qualify for the single currency.

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Italians square up for battle on pay

By Robert Graham in Rome

A stand-off on pay rises between Italy's industrialists and the country's powerful trade unions has raised the spectre of serious strife.

Workers in the engineering sector, traditionally the benchmark of industrial relations, have called a second strike for November 15, and on Thursday union leaders will decide whether to extend this stoppage throughout industry.

Industrial relations appear to be deteriorating after almost six years of unprecedented tranquility in several sectors. The unions are concerned to halt a consistent drop in real wages since 1993 and have decided to make a stand against moves to erode their bargaining power.

In a climate of budgetary austerity they are also worried that, despite statements of good intent, the centre-left government of Mr Romano Prodi will not be able to do much to reduce unemployment, running at 12 per cent of the workforce.

The engineering workers are insisting on strict interpretation of an agreement between the government, unions and employers in July 1993 that set real wages (the old *scala mobile*) and linked pay to productivity increases. Annual pay rises were based on the government's inflation projections, not the real figure. Since inflation has failed to come down as planned, wage-earners have lost out.

The 1993 agreement envisaged a revision this year but its terms are ambiguous about the extent to which unions are entitled to recover lost earnings.

Confindustria, the employers' confederation, and Federeccellenza, the engineering employers' federation, say there is no automatic entitlement and have offered a monthly increase of 0.165,000 (\$108) for the next two years plus 1,300,000 towards lost earnings.

The unions are not disputing the wage offer for 1996-98 but want 1,970,000 a month to recoup lost purchasing power. They also suspect employers want to rewrite the 1993 accord to their advantage and use job creation as a carrot to establish greater labour flexibility.

Confindustria says it is being tough because rising wage costs could affect the competitiveness of Italian industry at a time when the lira has been recovering.

The government has kept to the sidelines, but cannot avoid being dragged in soon as the wage issue is liable to become entangled with the unions' attitude towards the 1997 budget which has just begun its parliamentary passage.

Workers at Europe's biggest integrated steelworks at Taranto in southern Italy yesterday blocked railway lines and staged other protests over a partial management lock-out.

Taranto was acquired by the Riva private steel group from the state holding company, Iri, last year, and is in the process of negotiating a new wage deal while restructuring the plant.

Today, ground staff at Italian airports are due to strike over stalled talks on pay and conditions. Tomorrow local transport workers will go on strike for the rest of the week. Both disputes date back to issues unresolved since last year.

Commissioner offers compromise on trawler cuts in face of fierce resistance

Bonino tries to rescue fisheries plans

By Caroline Southey in Luxembourg

Ms Emma Bonino, European fisheries commissioner, yesterday tried to salvage plans for dramatic cuts in some fish catches by lowering demands for reductions in trawler fleets in the face of fierce resistance from EU ministers.

Under a compromise, the number of trawlers would be reduced by 15 per cent over six years, at an annual rate of 2-3 per cent. Officials said this was designed to achieve cuts in the catches of the most threatened stocks, such as cod, haddock, sardine, salmon and hake.

Ministers had rejected as too high Ms Bonino's call for a 40 per cent reduction in EU fishing capacity. She has insisted that her aim had always been to reduce catches - rather than fleet sizes - by that amount. The ministers agreed unanimously that lower catches were necessary to protect stocks but, Mr Sean Barrett, the Irish minister, said "alternative solutions" to fleet cuts had to be found. "We have to deal with human beings on the ground. We have to be realistic about the socio-economic effects of the cuts."

Mr Fernando Gomes da Silva, Portugal's minister, argued that it was possible to control stocks "but not necessarily by destroying fleets". Ms Bonino told ministers the 40 per cent cut in catches could be achieved by member states taking steps in addition to fleet cuts, such as reducing the number of days trawlers could spend at sea, and by technical measures such as smaller net sizes. She said, however, it was essential to shrink fleet sizes as part of the overall package. "We must find permanent solutions. We cannot rely simply on temporary measures."

All 13 ministers (Luxembourg and Austria are not affected) stressed that the cuts would cause economic hardship and rejected Ms

Bonino's plans for an Ecu2.8bn (\$3.5bn) package for fishing communities to cover 1997-1999. "The cuts stretch over six years but there is only money for three. This is clearly unacceptable," said one diplomat.

Several ministers urged Ms Bonino to raise the size of boats excluded from the cuts from the proposed 7m to 14m. She rejected the idea, however, pointing out that 86 per cent of the Union fishing fleet was made up of vessels of 14m and under.

Mr Tony Baldry, the British minister, echoing the views of several others, said the proposals were flawed because Ms Bonino had

failed to take account of the impact of industrial fishing on stocks.

Ministers also challenged the scientific basis of the proposals, particularly the commissioner's assumption that improved fishing techniques would increase capacity by 2 per cent a year.

Ireland, which currently holds the council presidency, will attempt to break the deadlock in meetings with individual member states before the next fisheries council meeting on November 22.

In a BBC interview, Ms Bonino accused the British government of providing incentives for illegal fishing by failing to cut its trawler fleet to match dwindling stocks.

Portugal puts its money on the euro

So loudly has Mr Antonio Guterres, the prime minister, proclaimed that Portugal will be one of the first countries to participate in European monetary union that failure to be included could be as great a blow to his political future as to the nation's self-esteem.

Expectations are high. According to a recent poll, more than 80 per cent of the population wants Portugal to adopt the single currency, the euro. The two main political parties, accounting for 77 per cent of the vote in last year's general election, are committed to Portugal's participation in the first stage of Emu, due to begin in 1999.

"After 10 years in the [European Union], Portugal would be relegated to the same position as Poland, Hungary and the Czech Republic, who are only candidates to join the EU. If we failed to be included in the first phase of Emu," says a senior member of the previous centre-right government. "We would lose all influence over the future of Europe."

Although voters are often led to believe otherwise, the minority Socialist government appears resigned to the fact that it is improbable that Portugal might be allowed to adopt the single currency before the bigger southern European economies.

Inflation is forecast to drop from 3.6 per cent in 1996 to below 2.5 per cent and the government has forecast public debt to fall to 63 per cent of GDP by 1998, close to the 60 per cent Maastricht requirement.

"The Emu goals are within our reach," Mr Guterres assured parliament recently. "We can achieve them with measures that are in themselves beneficial to the economy and without provoking the social confrontations that have occurred in much richer countries."

His faith is increasingly shared by others. "I believe Portugal is going to make it," said Mr Luis Marti, vice president of the European Investment Bank, speaking in a personal capacity. "Outside the core European economies, Ireland and Portugal are the two countries near enough to be included."

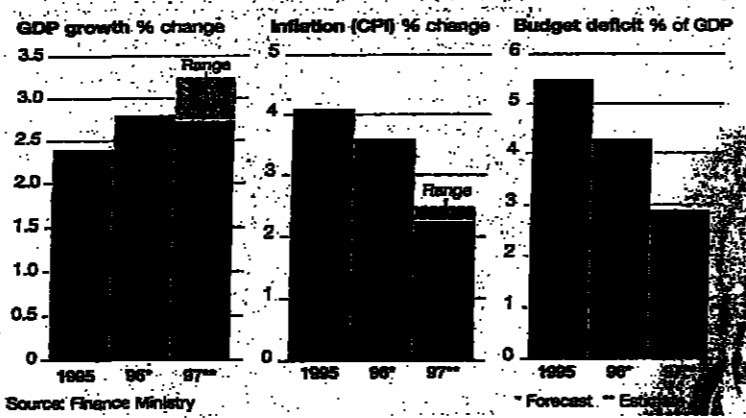
Financial markets appear to agree. The differential between Portuguese and German interest rates on 10-year bonds has fallen from about 530 basis points in early 1995 to a current 165 points as investors reward Portugal's success in lowering inflation and the budget deficit.

"Portugal's economic fundamentals are unquestionably superior to those of Spain or Italy," says Ms Sally Wilkinson, an economist with Union Bank of Switzerland. "Portugal has achieved convergence with a far better track record for currency stability than Spain, which has undergone significant devaluation."

From 1993 to 1995 the escudo fell in average terms by 7.5 per cent against the D-Mark

Peter Wise previews a budget deeply influenced by a desire to be one of the first countries to join European monetary union

Portugal's fiscal consolidation: paying dividends



Source: Finance Ministry

Forecast: Economist



Prime Minister Antonio Guterres: great expectations

Socialist government's budget foresees gain with little pain

Debate begins in the Portuguese parliament today on 1997 budget proposals that the minority Socialist government says will meet targets for European monetary union without raising taxes or cutting social spending, writes Peter Wise.

The finance ministry said yesterday the budget deficit would fall to 2.9 per cent of gross domestic product from an estimated 4 per cent this year, complying with one of the convergence

criteria for a single currency. The Socialists are four seats short of an overall majority but the main centre-right opposition party also supports Emu and has said it will ensure the government is not defeated.

The government is forecasting inflation to fall to 2.25-2.5 per cent next year from about 3.6 per cent in 1996. But analysts said this could prove incompatible with a planned real increase in public sector pay.

An increase in current revenue from 45.3 per cent of GDP in 1996 to 45.9 per cent, while current spending is kept stationary at 48.8 per cent of GDP, is the main basis for the proposed cut in the budget deficit. Revenue is forecast to grow mainly as a result of a projected increase in GDP growth to 2.75-3.25 per cent in 1997 from an expected 2.8 per cent this year. The government also aims to improve tax collection.

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Swedish premier sees no rush to join ERM

By Hugh Carnegie in Stockholm

Sweden is in no hurry to follow Finland into the European exchange rate mechanism, according to Mr Goran Persson, the prime minister. Those arguing that it was a vital precondition for monetary union membership were illogical, he said yesterday.

But Mr Persson said he had not "closed the door" to joining the ERM and it was still possible Sweden might seek to join Emu from the start in 1999.

"We have such a strong position today that we don't need to bother about what others do," Mr Persson said. "All the basic facts are in favour of Sweden, so we can wait. There [will be] no decisions about a Swedish ERM connection in the near future; no decision at all."

The prime minister pointed to the calm reaction of financial markets yesterday to Finland's weekend move into the ERM as evidence of confidence in Sweden's greatly improved public finances.

He took issue with Mr Theo Waigel, the German finance minister, and others who insist prior ERM membership is indispensable to Emu entry. "I can't see why he is so focused on that. I can't see that those who claim ERM membership is necessary for Emu entrance have a logical way of arguing. We have a logical way of arguing."

Sweden already regarded its currency as stable and believed it would be able to demonstrate the fact when the time came for deciding which countries would be the first to join in monetary union. "So we are not in a

hurry at all," he said in an interview. It was possible that Sweden would join Emu from the start. "We haven't said Yes and we haven't said No. Our policy is constructed so that the Swedish parliament can have the possibility to say Yes if we want to in autumn 1997."

Simon Kuper adds from London: The currency markets gave a calm welcome to Finland's ERM debut, with the markka closing at DM2.9850, hardly changed from Friday's close.

The Finnish central bank is expected to try to keep the markka within an unofficial 2.25 per cent band against other currencies. This means the bank would be likely to intervene if the markka fell below about DM2.97. However, the currency is expected to trade in the upper half of its band.

Santer rebuffed over transport networks

By Lionel Barber in Luxembourg

Mr Jacques Santer, the European Commission president, yesterday mounted a last-ditch effort to win extra funds for the EU's showcase transport networks, but suffered another bloody nose at the hands of finance ministers.

During a lively exchange in Luxembourg, Mr Santer, enlisting the Benelux countries as allies, accused ministers of "killing" five out of 14 priority transport projects.

Mr Santer's move surprised the Irish presidency and other delegations who had viewed his plea for an extra Ecu1bn (\$1.25bn) funds as a last cause after France, Germany and Britain blocked the plan at the Florence summit in June.

The multi-billion dollar TENs infrastructure net-

works include high-speed rail links to the four corners of the European continent, new motorways, and a rail-road tunnel through the Brenner pass.

Mr Santer has come to view the launch of the networks as a symbol for his "Action Plan" to bolster competitiveness in Europe and to tackle unemployment.

Heads of government have pledged support for TENs at successive summits since December 1994, but finance ministers have blocked efforts to increase funding inside the EU budget.

Mr Santer has turned EU leaders' promises into an issue of credibility and a wider test of his political authority.

At the Luxembourg meeting, the Irish presidency sought to restrict the debate to economic arguments. Sir

Brian Unwin, head of the European Investment Bank, stepped in to reject suggestions that the transport projects were being delayed because of lack of finance.

The EIB had committed Ecu30bn over the past three years toward total costs of Ecu100bn, including telecommunications, energy and transport projects. But he conceded that some networks might need subsidies at a later date to make them financially viable.

Commission officials said Sir Brian was focusing on the economically viable networks rather than marginal railway projects.

In a further development, the Commission is understood to have had contacts with the European Parliament with a view to putting pressure on the Council of Ministers to keep alive hopes of extra TENs money.

Foreign retailers set up their stalls in Hungary

Budapest's first shopping mall opened yesterday, complete with shops, restaurants, a skating rink, nine-screen cinema, bowling alley, three floors of offices, a 1,300-space car park and a direct link to a metro station.

Duna Plaza, a DM90m (\$60m) investment backed by Transselectro, a local trade and industrial group, represents a further step for an rapidly changing economy which a decade ago paid little attention to individual choice or consumer convenience.

Next month, the Hungarian capital gets its second mall. Called Polus Palota, it is being built on a former Soviet military base in north-east Budapest by Granit Polus, a Canadian-Hungarian venture that plans to develop 25 malls in

the former eastern bloc. Polus's largest unit has been taken by Tesco, the British supermarket chain and it will also boast Hungary's first Italian department store, following a franchise agreement with Mr Silvio Berlusconi's Fininvest group to open Standa department stores in Granit Polus malls.

Hundreds of shops have opened up in Budapest in recent years but they are spread all over town and some are hard to find, tucked in courtyards off main streets. Parking is a problem in the city centre, and almost all shops close early in the evening and at lunchtime on Saturday.

Good retail premises can be hard to find, with local government owning much of

the existing space in the city centre.

"If you want to sell a lot, you need space and you're very lucky if you can get large premises in the centre," says Mr Otto Geeser, director of Fotex, one of the country's largest retailers.

Even though Fotex already has some 650 shops country-wide, ranging from furniture outlets to opticians and cosmetics chains, he has high hopes for malls, especially in the greater Budapest area where about 30 per cent of Hungary's 10.5m population live.

However, the present spate of developments - several hypermarkets are planned as well as other malls - is largely driven by western retailers.

Besides Tesco, Julius Meinl and Kaiser's, part of Germany's Tengelmann group, already have large chains. Metro, the Swiss-owned cash-and-carry chain, which opened its third store in Budapest this month has invested Ft15bn (\$100m) in a little over two years.

"Six years ago there was little interest among foreign retailers," says Mr Jock MacKenzie, who heads Prosperity 2000, a retail lobby group which also runs a training school that, among other things, aims to instill more service-friendly attitudes in a country once known for its surly sales assistants and bank tellers. "Now it's the reverse. There are dozens of western groups competing for market share, and in

some areas we've already reached saturation point."

Foreign supermarket chains are being followed into the market by western DIY and furniture shops, he says, as well as over-the-counter chemists and cosmetics sellers. Music retailer Virgin of the UK opened a Megastore - its first in Hungary - in Duna Plaza, which also houses Marks and Spencer's third local store.

"The country is moving away from a twice-a-day shopping culture, with people popping out in the morning to buy bread and milk and then again at lunchtime, to one where people shop once every three or four days," he says.

The growing disposable income of the country's

emerging middle class is one factor behind the appearance of malls and for the increasing western interest. But the city's improving infrastructure can now support bigger developments; many of the present projects are situated alongside the new network of roads around Budapest.

At the same time, more people have cars to drive to out-of-town shopping locations, and buying in bulk is possible for the growing number of freezer-owners and those moving out of the cramped apartments typical of the Communist era into larger homes.

Not everyone, however, is happy with the many new developments.

"There's a very real danger too much will be built.

Austrian poll puts far-right nearer to power

By Eric Frey in Vienna

The strong showing of Austria's far-right Freedom party in the polls for the European parliament and Vienna city council on Sunday has moved Mr Jörg Haider, the party leader, nearer to his goal of winning the chancellorship, observers said yesterday.

The party's 30 per cent of the vote will have no immediate impact on the coalition government of Social Democrats and the conservative People's party, but is certain to weaken Chancellor Franz Vranitzky, who has been trying over the past decade to exclude Mr Haider from power.

Austrian voters, like those in other countries, use European elections to test against government policy and EU integration, but Mr Haider's gains were part of a longer-term trend that has made the Freedom party one of the most successful nationalist forces in western Europe.

In the 10 years since Mr Haider took over the leadership of the then centrist party and moved it sharply to the right, he has gained votes at every election but one - the general election in December 1995, when the Social Democrats won with a pledge to preserve welfare programmes.

When the government imposed spending cuts and tax rises in February to bring Austria in line with the economic criteria for a single European currency, Mr Haider had ample opportunity to accuse it of breaking promises.

The strategy paid off on Sunday. He got 28 per cent of the European vote, compared to 23 per cent at the December election, and pulled level with the two governing parties which have dominated Austrian politics since 1945.

The Social Democrats dropped from 38 per cent in December to 29 per cent while the People's party edged up from 28 per cent to 30 per cent. The Freedom party took an unprecedented 28 per cent in Vienna cutting the Social Democrats' share from 48 per cent to 39 per cent.

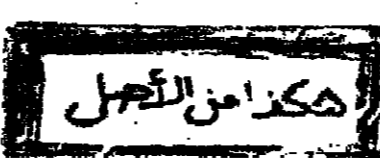
Power continues to elude Mr Haider, mostly because of his strident rhetoric against foreigners and statements in which he sounds like a Nazi admirer. The Vienna Social Democrats yesterday started coalition talks with the People's party, the Greens and the new Liberal Forum, but ruled out any dealings with the Freedom party.

At the national level, the People's party said it wanted to continue the coalition with the Social Democrats, but observers do not expect the coalition to survive the next general election, due in 1998.

Since joining forces in 1986, the Social Democrats and the People's party have seen their share of votes fall from 85 per cent to less than 60 per cent, while the Freedom party has risen from 5 per cent to nearly 30 per cent by opposing everything the government has done.

Mr Haider's entry into government would isolate Austria in the EU. Mr Vranitzky's coalition pursues a clear pro-European policy but Mr Haider rejects the Maastricht treaty, opposes monetary union and calls for big cuts in Austria's contributions to the EU budget.

THE FINANCIAL TIMES
Published by The Financial Times (Europe) GmbH, Nibbelingsplatz 3, 60318 Frankfurt am Main, Germany. Telephone +49 69 156 830, Fax +49 69 156 4481. Registered in Frankfurt by J. Walter Brand, Wilhelm J. Brand, Günter A. Brand as Geschäftsführer and in London by David C.M. Bell, Chairman, and Alan C. Miller, Deputy Chairman. Shareholders: The Financial Times (Europe) GmbH and FT (Germany Advertising) Ltd, London and FT (Germany Publishing) Ltd, London. The Financial Times (Europe) GmbH is a wholly owned subsidiary of the Financial Times Limited, Number One Southwark Bridge, London SE1 9HL, GERMANY.
Responsible for Advertising: Colin A. Kennard, Printer: Hirst International Verlagsgesellschaft mbH, Adminal-Rosenstraße 3a, 62563 Neu Isenbruch ISSN 0174 7363. Responsible Editor: Richard Lambert, of The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL, GERMANY.
Publishing Director: P. Maravilla, 42 Rue Le Botiec, 75008 PARIS. Telephone (01) 376 8254, Fax (01) 376 8225. Printer: S.A. Nord Editeur, 1521 Rue de Clichy, F-91100 Roissy Cedex 1. Editor: Richard Lambert, ISSN 1141-2753. Commission Paritaire No 67080D.
SWITZERLAND
Responsible Publisher: Hugh Carnegie 468 Esplanade, PO Box 6007, S-550 06, Heliopolis.
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EUROPEAN NEWS DIGEST

German GDP rise continues

Germany maintained its economic recovery in the third quarter, the Bonn economics ministry reported yesterday. It predicted that gross domestic product would show stronger year-on-year growth than in the second quarter when GDP was a real 1.2 per cent higher than in the second three months of 1995.

González opens up poll lead

Mr José María Aznar's Popular party government has registered a sharp fall in popularity within six months of taking office, according to the quarterly poll of voting intentions published by the newspaper El País. The poll indicated that the opposition Socialist party led by Mr Felipe González (pictured left yesterday) had opened a five percentage point lead over the centre-right PP, reversing the findings of the newspaper's poll last July.

Ukraine to let hryvna float

Ukraine will let the hryvna float freely on the local foreign exchange markets, the central bank chairman said yesterday. Mr Victor Yushchenko told Interfax/ Ukraine that the bank last week stopped defending a rate of 1.76 hryvna to the dollar. Ukraine had spent \$200m in order to boost confidence in the new currency since its introduction on September 2. The hryvna yesterday closed at 1.77 to the dollar on the Interbank Currency Exchange. Analysts expect the hryvna to remain steady in the coming weeks. Capital inflows are growing and monthly inflation was 2 per cent in September.

French communists probed

The current and past heads of the French Communist party have been placed under formal investigation by a magistrate in relation to allegations that they illegally accepted payments for their party from Générale des Eaux, the French communications and utilities group. Mr Robert Hue, secretary general, and Mr Georges Marchais, who headed the party for 22 years until January 1994, were both "mis en examen" by the Paris-based Judge Laurence Vichnevsky in connection with his inquiry into payments alleged to total about FF25m (\$4.8m) paid between 1984 and 1994 to Sycopar, market research consultants believed to have been closely linked with the Communist party.

Marseilles poll polarised

Candidates from both the Communist and the far-right National Front parties triumphed in Sunday's first round of voting in a Marseilles parliamentary election, in a result reflecting discontent with both the Juppé government and with the opposition Socialist party. The by-election at Gardanne, just north of Marseilles, was to replace Mr Bernard Tapie, who has been forced by multiple legal problems to resign his parliamentary seat. Running in the same Radical Socialist colours as Mr Tapie, Mr Bernard Kouchner, former health minister in a Socialist government, gained only 13.2 per cent, or half the first round score of Mr Tapie in 1993. The government-backed candidate won only 16.6 per cent. In contrast, Mr Roger Méli, Communist mayor of Gardanne, doubled his 1993 first-round score to 37.8 per cent, giving him the edge in the run-off election in two weeks. Mr Damien Bariller, National Front candidate, boosted his performance by 8 points to 26.8 per cent. Polarisation of the vote to the anti-European extremes was a blow to mainstream parties, particularly to the Socialists, where some complained yesterday their party's pro-European stance was preventing them capitalising on discontent with the government.

ECONOMIC WATCH

Belgian GDP rises by 3%

Gross domestic product in Belgium rose 3 per cent in the second quarter compared with the first and up 1.5 per cent on the same quarter last year, according to the Belgian National Bank. Revised figures also showed that in the first quarter GDP rose 1.3 per cent from the previous quarter, up 0.4 per cent on the year. Economists have already recast their forecasts for growth this year upwards to around 1.5 per cent. The steady growth may help to ease the impact of a tough austerity budget unveiled a week ago by Mr Jean-Luc Dehaene, the Belgian prime minister. The Bank's figures showed that private consumption rose 1.5 per cent in the second quarter, compared with the first and was up by 1.6 per cent year on year. Company investment was up 10 per cent in the second quarter compared with the first three months of the year, and up 1.7 per cent year on year. Spanish producer prices were unchanged in August from July, but were up 0.8 per cent from a year earlier. The EU's seasonally adjusted unemployment rate was 10.8 per cent in August, unchanged from July and compared with 10.7 per cent a year earlier. Norway had a September trade surplus, excluding ships and oil platforms, of Nkr8.099bn compared with a surplus of Nkr9.5bn in August and Nkr4.096bn in September last year.

Russia 'must pay taxes to beat poverty'

By John Thornhill in Moscow. One-quarter of Russians live below the poverty line but there is little the government can do to ease their plight unless companies start paying their taxes, Mr Victor Ilyushin, Russia's social services minister said yesterday. Describing the situation as "critical", Mr Ilyushin said real incomes had fallen 40 per cent since 1991 while income differentials had increased dramatically. "We have to admit that poverty is widespread. The number of citizens on incomes below the subsistence level is about one-quarter of the Russian population," he said. The number of Russians living below the official subsistence level of about \$80 a month has fallen as a result of the sharp falls in the inflation rate. In 1992 one-third of Russia's 150m population was then estimated to live below the poverty line. Mr Ilyushin, who left the presidential administration to join the government two months ago, attacked company directors for not paying their tax bills on time. This had hamstrung the government's attempts to provide adequate social welfare for the most needy, he said. The public health authorities had only received 60 per cent of their budget this year, education 65 per cent, and culture 30 per cent. "We can only pay wages and even here problems are arising," he said. President Boris Yeltsin last week demonstrated his determination to get tough with tax debtors by establishing an extraordinary commission to chase payments. It is headed by Mr Victor Chernomyrdin, prime minister, and Mr Anatoly Chubais, chief of presidential staff. Mr Chubais said yesterday that some of the first revenue to be raised by the commission would be used to develop the federal judicial system, giving the state stronger legal powers to collect overdue taxes. "Society is suffering both due to a lack of laws and the state's inability to enforce them," he said. There is considerable resistance among many Russians to paying taxes given the current political uncertainties and the low opinion

in which the government appears to be held. An opinion poll of 1,600 Russians published yesterday found that 71 per cent believed taxes were too high with only 11 per cent approving of the government's drive to raise tax revenues. The tax police have begun a television advertising campaign urging people to examine their consciences and pay their taxes so that pensioners and the poor do not suffer. Mr Roland Nash, economist at Renaissance Capital, a Moscow-based investment bank, dismissed the excuses of many indebted companies that a build-up of inter-prise debts prevented them from paying their tax bills. "The problem with revenues is not so much that they do not exist, but that they have not been collected," he said. Some economists suggest, however, that forcing some struggling Russian companies to settle their tax arrears could push them into bankruptcy, increasing the country's unemployment rate and further straining government finances.

Belgians shocked at removal of Dutroux judge

By Emma Tucker in Brussels. Belgians reacted with shock and anger last night after the judge credited with doing the most to uncover a paedophile ring and arrest the alleged killer of four young girls was removed from the investigation. The Cour de Cassation, Belgium's highest court, said it was upholding formal complaints against Mr Jean-Marc Connerotte, that he had compromised his impartiality by attending a dinner organised by supporters of the victims' families. The complaints against Mr Connerotte, the investigating magistrate in the so-called Dutroux affair, were brought by lawyers for the two main defendants who have been charged in connection with the paedophile ring. The decision provoked a demonstration outside Brussels' Palais de Justice where a crowd of protesters booed at the news of Mr Connerotte's dismissal from the case. He has become something of a national hero following his work to uncover the case which involved the alleged kidnapping and murdering of two eight-year-old and two teenage girls. His supporters argue that his presence at a spaghetti supper by victims' families was a simple act of humanity. The court president said yesterday the impartiality of magistrates was "a fundamental rule". Yesterday Mr Paul Marchal, father of Ann Marchal who is alleged to have died at the hands of the paedophile gang allegedly led by Mr Marc Dutroux, said: "It is the beginning of the end. Justice is dead."

The lawyer representing the families of Julie Lejeune and Melissa Russo, the eight-year-olds alleged to have been left to starve by Mr Dutroux, said he would appeal against the decision. One consolation for those opposed to the removal of Mr Connerotte is that the investigation will continue to be carried out by the public prosecutor's office in Neufchâteau. The victims' families had feared it would be transferred to Brussels or Liège. Later this week King Albert of Belgium and Queen Paola will meet the justice minister, Mr Stefan De Clerck, for a round-table discussion on the case which has shocked Belgium to its core and undermined confidence in the country's justice system.

Hitachi Zosen: Building a Bright Future

Known as one of the world's largest shipbuilders, Hitachi Zosen has diversified since the late 1980s to become a big player in environmental systems, a high-growth area that the Company has positioned as crucial for its future progress.



Yoshihiro Fujii, Chairman and CEO

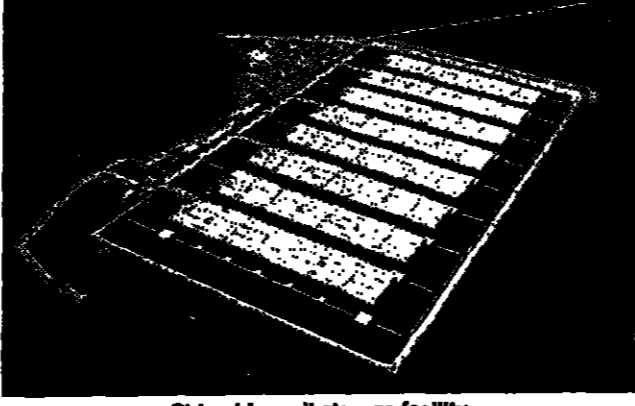
Playing the People Card Yoshihiro Fujii, the chairman and chief executive officer of Hitachi Zosen Corporation, considers the people play his key card. "I knew when I took over at Hitachi Zosen that it had a core of great people. After all, they had done well for so long. My job was to motivate them, to get them to believe that they could do anything. I'm also tough. Those who don't respond to encouragement have no place in business. Simple, isn't it?"

Being the Best Fujii has transformed Hitachi Zosen's corporate culture by instilling at least one common instinct—the fear of losing. "We've been in a survival game since the day I took over. We've eliminated or combined countless areas. We've also diversified tremendously. The point here, however, has been to move into areas where we knew we would do well, whether that be because we had the capital resources or we could draw on

The move to the Ariake Works will free up the Sakurajima Works land for a planned Universal Studios theme park in which Hitachi Zosen is a core investor with 36 other companies and the Osaka Metropolitan Government, with a 5% share. The park will be the biggest in western Japan. It will open in the spring of 2001. The current projection is for eight million visitors in the initial year, including one million from overseas. We want to build a hotel, shopping center, and other facilities next to this development."

Fujii has the performance results to back his ideas up. In fiscal 1996, ended March 31, 1996, consolidated net sales rising 9.9%, to ¥597.9 billion. Net income surged 52.4%, to ¥8.9 billion—the seventh consecutive improvement. Return on equity advanced two percentage points, to 8.8%. Sales were up healthily in all business categories. Especially strong were environmental systems, shipbuilding, steel structures, construction machinery, and logistics systems. Hitachi Zosen's environmental systems business encompasses such areas as plants to treat solid, gaseous, and liquid waste, as well as environmental protection, resource recovery, and biotechnology. This area should benefit greatly from the establishment of a comprehensive R&D center, which is designed to accelerate systems and services commercializations. The ultimate goal is to make this area the engine of Hitachi Zosen's growth by the turn of the century, with at least ¥500 billion in Group sales.

and carbonated drinks toward more natural and healthy beverages. A Bright Outlook Hitachi Zosen is positioned to do extremely well in the years ahead. In its shipbuilding business, which now accounts for less than 20% of net sales, the company is profitable. According to Fujii, productivity at Hitachi Zosen is the highest in the shipbuilding industry, which reflects significant investments in automation and underscores the company's broad strengths. "We obviously rely far less now on this business area," he says. "But we're still number one and we plan to remain that way. It's a really tough business, but we've proven that you can still make good money and get a good market share even in mature industries." As well as its environmental business, another field in which Hitachi Zosen looks

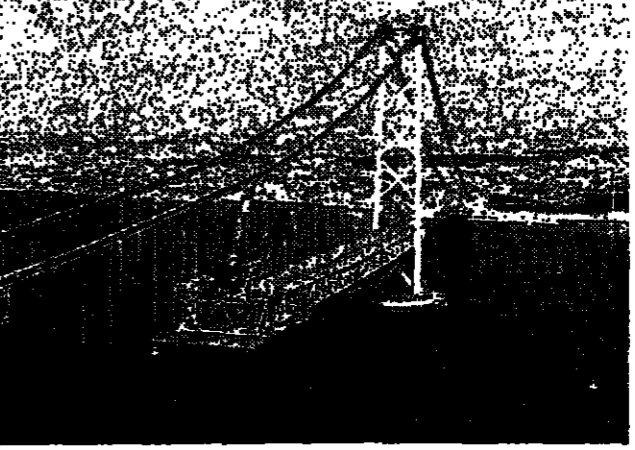


Shirasima oil storage facility

Fujii backs up the rhetoric with one-on-one meetings around 1,000 employees in the Hitachi Zosen Group each year. Throughout the organization he is renowned for taking the time to hear people out, note and address their problems and gather new business ideas. But he also asks a lot of relevant questions. He wants to know exactly what is happening from the bottom to the top. Fujii has worked wonders for morale. But the morale is not simply for its own sake. "You have to constantly challenge people to move ahead. You can't do that just by sitting back in the office and waiting for things to happen. And I frankly know you can't truly motivate people by simply being a voice on the phone. You have to look firmly in people's faces, quickly evaluate what they're thinking, and try to get them to put themselves on the line for you. I'll praise people where merited and sometimes have to take people to task. The only way to do that is to their face. And in both cases I have one objective, to share my vision, my dreams for the company."

some excellent expertise in existing operations." Fujii sees Hitachi Zosen as an organization that is constantly reinventing or strengthening itself to reach one goal. "You have to be quick on your toes to survive in the next century. And you can only do that by becoming number one, or close to it, in your business. It's an age of speed; you're history if you don't keep your wits about you. That's why, for example, we're shifting some key machinery and prime movers capacity from Osaka to the Ariake Works, which has to date been a shipbuilding operation." Hitachi Zosen is spending ¥15 billion to upgrade and expand at the Ariake Works. After the new facilities are completed in October 1997, the complex will contribute ¥180 billion to net sales, with this figure rising to ¥200 billion within the next few years.

Winning Dynamically The company expects more modest net sales and net income gains in fiscal 1997—5.7% and 12.4%, respectively. "We're now implementing the final year of our Dynamic-96 strategy," says Fujii, "so I think a more conservative projection is appropriate at



Akashi-kaiyō Bridge under construction

The third priority is to generate new businesses and products. "We'll act on great employee or divisional ideas, which is why we started an in-house venture system." One of the fruits of Hitachi Zosen's new business operations is unsweetened, caffeine-free Tochu Tea, which has become a best-seller in Japan as tastes have shifted away from coffee

set to do well is information technology. The company is one of the leading makers of control systems for environmental and other plants, as well as heavy machinery. Its broad capabilities also include image-based database software, mobile object positioning monitoring systems, and voice recognition-based inspection systems. But what about the future for Fujii himself? For once, he has little to say. "I'm 70, but I haven't really thought about my age all that seriously yet. I still have lots of things I want to achieve at Hitachi Zosen and ensure that it has a really bright future."

Giving shape to dreams, one by one Hitachi Zosen TOKYO, and OSAKA, JAPAN

NEWS: INTERNATIONAL

Mugabe rejects attack over power plant tender Zimbabwe's president tries to deflect outcry from foreign companies and local unions



Robert Mugabe: dashed hopes of reconsidering YTL deal

President Robert Mugabe has vigorously defended the controversial \$580m sale of a 51 per cent stake in Zimbabwe's state-owned Hwange power station to a Malaysian company amid alarm from foreign investors and protests from local trade unions.

The deal dismayed other foreign tenderers and alarmed western diplomatic missions in Harare because it bypassed the established tendering procedure. The country's trade union movement "unreservedly condemned" the agreement.

The decision to award the Hwange project to YTL had been opposed by the Zimbabwe Electricity Supply Authority (Zesa), but the entire board was sacked at the start of this month. The move was attacked by the ZCTU, which said: "Dissolving a board for

standing for the truth is naive, intimidatory, dictatorial and outright irresponsible". In an interview with the FT Mr Mugabe sought to deflect criticism by disclosing that part of the proceeds would go towards giving young black entrepreneurs a start in business.

Mr Solomon Tavengwa, the sacked Zesa chairman, had earlier warned in a letter to the transport minister that a YTL bid "amounted to a virtual takeover of Zesa assets for a mere pittance at the expense of our indigenous people". The board shortlisted six companies: Houston Industries Energy (US); YTL; Tractebel (Belgium); National Power (UK); Nordic Power Invest (Sweden); and Electricite de France.

Michael Holman and Roger Matthews

PUK advance towards key town Iranian involvement denied US calls for ceasefire

Anti-Saddam Kurd faction captures two more towns

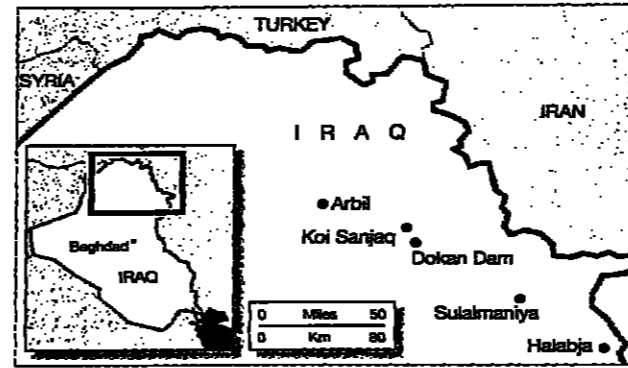
By Roula Khalaf

The Iraqi Kurdish faction opposed to Iraqi President Saddam Hussein yesterday gained further ground in the Kurdish north, recapturing two more towns from the rival Kurdistan Democratic party (KDP) after taking the city of Sulaimaniya.

In September allowed Mr Saddam to reassert his influence in the Kurdish enclave and make a mockery of the so-called "safe haven" set up by the allies to protect the Kurds after the Gulf war. But it also prompted US retaliatory strikes on Iraq's air defence systems in the south.

in Washington, the State Department called on both Iran and Iraq not to intervene. "We are calling on both the PUK and the KDP to end the fighting," said Mr Nicholas Burns, the state department spokesman. "We hope both Iran and Iraq will stay out of the fighting."

The revolutionary command council on Sunday called on the Kurdish factions to keep away from foreign powers and start talks in Baghdad. Moreover, although Iran stayed on the sidelines last month, analysts say the risk of more active Iranian involvement in this round cannot be ruled out.



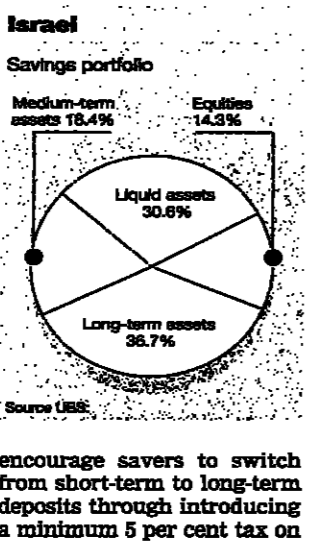
Another course of action is for the rejuvenated PUK to attempt to negotiate with the KDP based on the new balance of power in the north. This is where analysts look to the US, which has for years attempted to reconcile the two Kurdish parties, to play an active role.

He has already held discussions with Mr Robert Pelletreau, the US undersecretary of state for the near-East, in Ankara. Further talks are scheduled this week in Washington. Mr Barzani is seeking assurances of US support to escape from Baghdad's grip.

Israel savings tax reform runs into trouble

By Judy Dempsey in Jerusalem

Israel's finance ministry was yesterday on a collision course with the government and the central bank after Mr Dan Meridor, the finance minister, failed to push through a package of capital market reforms.



interest on the former - was rejected by the government and the Bank of Israel. Mr Benjamin Netanyahu's conservative Likud-led coalition considers any tax on short-term savings as an unpopular measure while the Bank of Israel believes that such a tax increase would drive the small investor out of savings into consumption, creating more inflationary pressures and swelling the current account deficit.

between \$4bn and \$5bn, or 4.7 per cent of gross domestic product by the end of the year. "The Brodet proposals contain very good recommendations that should help deepen and broaden our capital markets," Mr Jacob Frankel, governor of the Bank of Israel, said yesterday. "But in the short term it is essential the government budget promotes long-term sustainability... and even better, if the government finds the resolve to recommend deeper budget cuts," he added.

year as he is expecting it to reach Shk12bn, or 4 per cent of GDP this year, above the legally permitted deficit limit for 1996, or 2.5 per cent of GDP. Mr Netanyahu supports such measures but is beholden to a fragile coalition which is loath to accept further cuts.

to finance investments through borrowing on international markets. "This was creating more pressure on the deficit as well as fuelling consumption," a finance ministry official said. "That is why we want to win back confidence to long-term savings through tax incentives," he added.

Advertisement for Mercedes-Benz cars. Title: 'Budget' For Business Hire. Where Luxury Comes As Standard. Text: Hire a Mercedes for the price of a standard car. Now you can experience the luxury of a Mercedes C-class for the same price as a standard car and enjoy dynamic handling, the highest level of comfort and state-of-the-art technology. And with 3,200 locations worldwide, including 825 airport locations, you're never far away from an office. For reservations and further information about this offer, contact your travel agent or call your local Budget Central Reservations number.

Table of International Economic Indicators: Money and Finance. Columns include Country (USA, Japan, Germany, France, Italy, UK), Year, and various financial metrics like Money, Debt, Short Interest, Long Interest, Equity Market Yield, and Equity Market Yield.

INTERNATIONAL NEWS DIGEST

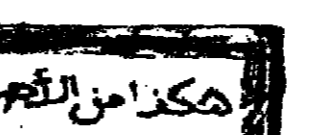
Taliban foes take stock

Afghan leaders resisting the Taliban Islamic militia met yesterday to discuss tactics as they fight back towards Kabul, the capital. Gen Ahmad Shah Massoud, former Afghan government military chief and Gen Abdul Rashid Dostum, the northern ethnic Uzbek leader, held talks in a trailer surrounded by snow-capped peaks at the strategic Salang pass where the once-unstoppable Taliban have been turned back.

ILO cuts SA jobless estimate

Unemployment in South Africa is far lower than the 23 per cent rate commonly stated, the International Labour Organisation said in a report yesterday. It added that measures to "price workers into jobs" risked worsening the country's severe problems of poverty and inequality. The report, prepared for the South African government, said that, on international definitions, unemployment was probably about 20 per cent. Suggesting by South African business groups that unemployment was more than 30 per cent and rising were "completely wrong", Mr Guy Standing, an ILO senior economist and chief author of the report, said yesterday.

Table of International Economic Indicators: Money and Finance. Columns include Country (USA, Japan, Germany, France, Italy, UK), Year, and various financial metrics like Money, Debt, Short Interest, Long Interest, Equity Market Yield, and Equity Market Yield.



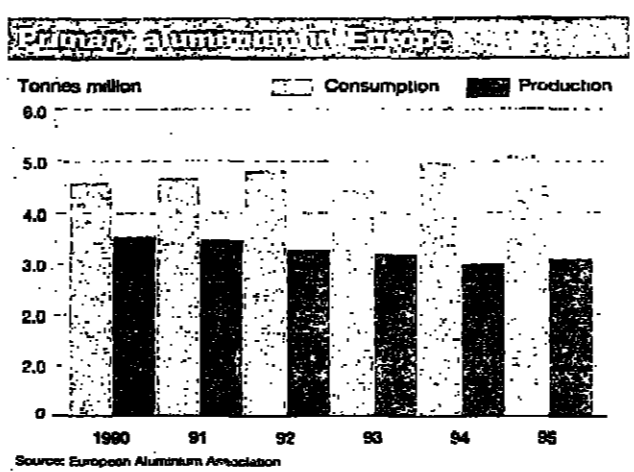
British producers at odds with other Europeans in their pursuit of cheaper imports

UK call to scrap EU aluminium tariff

By Kenneth Gooding, Mining Correspondent
British aluminium producers have broken ranks with other European producers...

The UK group, led by British Alcan, a wholly-owned subsidiary of Alcan of Canada, points out that last year the EU imported 2.7m tonnes of primary aluminium...

The European Aluminium Association continues to defend the 6 per cent tariff. Mr Bernard Legrand, chairman, says: "It is a partial but fair buffer to help compensate the European industry for the disadvantages we suf-



Source: European Aluminium Association
The chart shows consumption (white bars) and production (black bars) in million tonnes from 1990 to 1995. Consumption is consistently higher than production.

process. In Europe 22 smelters have closed in the past 15 years. "France produces the same amount of metal in four plants today as it did from 12 some 15 years ago." Mr Legrand said that Europe's geographic position made it the target for exports from the former eastern Europe and the Gulf aluminium producers...

WORLD TRADE NEWS DIGEST

Mahathir urges cut in imports

The main focus of Malaysia's budget for 1997 will be to reduce "unnecessary" imports and bring down the nation's stubborn current account deficit. Dr Mahathir Mohamad, the prime minister, said yesterday. This would represent a departure from Malaysia's broad policy of gradually eliminating trade barriers in line with its regional free trade commitments.

WTO declaration push

World Trade Organisation members yesterday agreed to intensify their efforts to meet a November 7 deadline for formal agreement on a draft declaration to be made by ministers when they meet in Singapore in December. Progress on the declaration has been slow because of a deep rift in the organisation over the inclusion of so-called "new issues" on the Singapore agenda.

IBM in S Korea joint venture

LG Electronics is expected to announce today a \$30m joint venture with IBM to produce and market personal computers in South Korea. The venture, in which IBM will hold a 51 per cent stake, is meant to improve the US computer maker's access in the Korean market, while upgrading the technology of LG's computers.

Seoul opens building market to foreigners

South Korea is to allow five foreign building companies to compete for contracts - the first breach of its protected construction market. The foreign companies granted licences yesterday include Bechtel International and Fluor Daniel of the US, Singapore-based Bovis Asia Pacific, Fujita of Japan, and China State Construction Engineering.

The entry of foreign building companies could lead to a shake-up of the overcrowded domestic construction industry, whose reputation has been damaged by several recent building disasters, including the collapse of a bridge and department store in Seoul.

Other measures included tighter regulation of subcontracting and an increase in the warranty period for construction projects from five years to 10-20 years. Korean construction companies have generally enjoyed a good reputation abroad, where they are subject to tighter inspection standards.

US in deal on tomato imports from Mexico

A provisional agreement to fix a minimum price for Mexican tomato imports to the US has soothed Florida's powerful farm lobby, but raised fears in other states that their southbound agricultural trade may suffer. Arizona, the most important entry point for the shipments, and other regions which yearly send \$5bn worth of US agricultural produce to Mexico, are concerned they may lose business.

The Mexican government issued a statement complaining of US heavy-handedness which led to the deal, and again rebutting claims that its farmers' exports were driving Florida's growers out of business. Despite a recent investigation's findings that Mexican imports did not harm US growers, Washington chose to seek a settlement to a dispute which appeared to threaten President Bill Clinton's chances of electoral success in Florida.

The agreement, signed late last week, and which sets a floor price of 21 cents per pound, also suspends an anti-dumping inquiry demanded by Florida, which could have had a wide-reaching impact on dealings between the North American Free Trade Agreement partners. Mexico exports an estimated \$3bn of fresh farm produce to the US annually. Imposition of anti-dumping levies and possible retaliation by Mexico was the outcome most feared in other US states. Despite the settlement was encouraging because it opened up the prospect of negotiated agreements on other areas of friction. One especially sore point is a ban on imports of avocados, which has been in force for more than 80 years, and which is stoutly defended by Californian growers who provide 95 per cent of all US consumption.

Best in Emerging Markets. A large advertisement for ING BARINGS featuring a world map with numerous office locations marked. The map includes cities like London, New York, Tokyo, and Sydney. Text on the left and right lists various awards won by ING BARINGS in emerging markets, such as 'Best overall Emerging Markets Bank' and 'Best Bank in Eastern Europe'. The bottom of the ad contains the ING BARINGS logo and contact information.

NEWS: ASIA-PACIFIC

Rise in HK boat people alarms UK

By Jeremy Grant in Hanoi

A sharp rise in the number of Vietnamese taking to the high seas in vessels bound for Hong Kong in the last two months has sparked British concerns of a fresh exodus of boat people. This could cloud the smooth repatriation of migrants left in camps eight months before the British colony is handed back to China.

Since the beginning of this year, between 800 and 900 Vietnamese from the northern port city of Haiphong and surrounding Quang Ninh province have landed in Hong Kong, according to

estimates by the United Nations High Commissioner for Refugees (UNHCR).

That figure equals the total number of boat people who arrived in Hong Kong between 1991 and 1995.

Unlike the waves of migrants who fled Vietnam in the years following the Communist victory in 1975, the new boat people are job-seekers armed with false work papers and pre-arranged jobs on Hong Kong building sites, where pay prospects are higher than back home.

In the first 10 days of this month alone, 100 illegal immigrants were

intercepted by police as they disembarked on Hong Kong's shores. In some cases, Vietnamese workers are smuggled across the Chinese border before boarding boats in Chinese waters as a way of avoiding the Vietnamese navy.

"We have expressed concern on more than one occasion to the Vietnamese government about the rather worrying increase in new departures and we've received assurances that they will take appropriate measures," said the British embassy in Hanoi yesterday.

The development comes as the saga of the region's boat people is

drawing to a close. In the last three months south-east Asian nations have been forcing asylum seekers in their camps back to Vietnam after the UNHCR cut all funding for them.

British concerns centre on the roughly 12,000 boat people remaining in camps in Hong Kong. China has said it wants to see them employed before it resumes sovereignty over Hong Kong at midnight on June 30 next year. British and Hong Kong officials say they are confident they can clear the camps by then.

Britain is understood to be keen to avoid leaving a potentially

embarrassing legacy of illegal Vietnamese workers in Hong Kong after working hard to clear the camps.

Last week, Hanoi was conducting "information campaigns" in Haiphong newspapers, designed to discourage people from leaving.

But some say this is unlikely to have much effect as rumours of riches in Hong Kong have already taken hold in Haiphong.

"The problem is that it isn't just a rumour. Some people have come back with a considerable amount of money and the money's supporting the rumour," said one official involved in refugee issues.

Japanese ponder poll candidates

Political realignments have blurred voter choice. Michiyo Nakamoto reports

Tokyo housewife Mrs Mariko Takishima says she has always voted - but "always for the least objectionable candidate". She is still not sure who that is, but

JAPANESE ELECTIONS

October 20
He is strictly opposed to the imperial system and a strong Self Defence Force and would like to see the US-Japan Security arrangement gradually eased and public spending on defence reduced. "We believe that it is impossible to protect peace with force. That is an illusion," explains Mrs Takishima.

The couple would like the public to have a more direct influence over policy decisions through referendums.

But the Takishimas are doubtful whether any of today's politicians can bring about the kind of responsible government they seek.

In contrast, Mr Takashi Hashizume, and his wife, Yasuyo, are sure that Mrs Yuriko Ono, who is running for the opposition New Frontier Party, is the best possible choice.

Mr and Mrs Hashizume, both 36, live with their two daughters in the same constituency as the Takishimas.

discuss politics together and have very clear political views. Their vision is of a caring, peace-loving, environmentally conscious and more democratic government that genuinely reflects the views of the people.

"There are some basic things I can't compromise on such as the constitution, the Self Defence Forces and nuclear energy," says Mr Takishima.

He is strictly opposed to the imperial system and a strong Self Defence Force and would like to see the US-Japan Security arrangement gradually eased and public spending on defence reduced. "We believe that it is impossible to protect peace with force. That is an illusion," explains Mrs Takishima.

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Hisamitsu and Mariko Takishima: Mrs Takishima says she has always voted for the least objectionable candidate

Unlike the Takishimas, who distrust any connection between religion and politics, the Hashizumes are dedicated members of the Soka Gakkai, a modern Buddhist organisation with a wide following that has advised its members to support the NFP in proportional representation, and plan to vote for Mrs Ono, also a Soka Gakkai member.

For Mrs Hashizume, the choice of Mrs Ono, whom she has known for many years through the Soka Gakkai, was a natural one. "She knows my mother and asks after her. She has also done a lot to support changes from the point of view of the housewife, so I have a lot of confidence in her," Mrs Hashizume stresses. Like the Takishimas, Mr Hashizume believes Japan must recognise its responsibility in the second world war. "[It] was a war of aggression, no matter how you look at it," he says. The Hashizumes are also opposed to building military strength and spending

money to bail out failed financial institutions or support a bloated bureaucracy.

On the planned rise in consumption tax from 3 to 5 per cent - about the only hot issue in the election - both couples are enraged by the lack of any government effort to cut costs or provide a convincing explanation for why the tax has to be raised.

But most strikingly, as different as their final decisions are likely to be, both couples feel that their choice of candidate will be one of a process of elimination in search of a responsible government that more directly reflects the will of the people.

"The LDP not only did not do anything, they made things worse. The Socialists outraged many people by tying up with the LDP while the Communists are so behind the times they are out of the question. So the reason why we are placing our hopes on the NFP is because they seem to be serious about doing something," says Mr Hashizume, who points out that he is not necessarily an NFP supporter.

Like many Japanese voters, the Takishimas and the Hashizumes will be casting their votes on Sunday in the hope that amid the broken promises and shifting policies, some politicians are truly committed to bringing about effective change.

Feud in Ninja toy family

By John Ridding in Hong Kong

The Teenage Mutant Ninja Turtles - the unlikely heroes behind one of the biggest toy crazes of the past decade - would find it hard to produce a drama to match the family feud at its Hong Kong distributors.

At Playmates Toys, which rose to riches on the backs of the pizza-eating reptiles, two sons of the founder are slugging it out in the territory's High Court in a battle that will determine the company's destiny.

Mr Albert Chan, the eldest son of Mr Chan Tai-ho, has lodged a petition to wind up Chansan Investments, the family-controlled parent company of Playmates Toys and its associate, Prestige Properties. He is opposed by his younger brother, Thomas, managing director of Playmates and Prestige.

The dispute provides a compelling cautionary tale for Hong Kong, where families and businesses remain closely intertwined and relatives can prove a business risk.

For the company, the row compounds the difficulties of adjusting to life after turtlemania. Although the first half of this year saw a return to profit after a loss of HK\$98m (\$12.67m) in 1995, the net result of HK\$39m was a far cry from the heady days of 1989, with profits of HK\$1.2bn.

Behind the sibling rivalry lies a trail of corporate tussles and the fact that Albert was ousted from the boards of the listed companies in favour of his younger brother - a grievance in Chinese society where the eldest son usually carries sway. The conflict has escalated since May when Albert launched a campaign to fight his way back onto the boards of Playmates and Prestige. Representatives of Albert attacked his brother's management at shareholder meetings, wrote letters of complaint to the stock exchange and threatened injunctions to block restructuring.

The reasons for the winding up petition are uncertain, although it may be intended to divide up the corporate assets and provide Albert with cash. What is clear is that the case is set to drag on and to drain the family members' financial resources.

CORRECTION

Japan election

In the table accompanying the report in the Financial Times of October 12/13 about the election campaign of Mr Ryutaro Hashimoto, the Japanese prime minister, his placing in previous elections in the constituency and that of his rival, Mr Mutsuki Kato, were transposed.

ASIA-PACIFIC NEWS DIGEST

Two charged at Vietcombank

The former head of Vietcombank, Vietnam's biggest bank, and his deputy face criminal charges linking them to fraud allegations surrounding a Communist party venture, the official Lao Dong (Labour) newspaper says. Mr Nguyen Van De, former general director of Vietcombank, and first deputy director Nguyen Duy Loc have been charged with "irresponsibility causing serious consequences", Lao Dong declared. They had arranged loans to Tamexco, a party venture based in the former Saigon, the newspaper added.

The former director of Tamexco, Mr Pham Huy Phuoc, allegedly misappropriated the money, using it to buy his girlfriend a house worth \$200,000, gamble in Macao and send friends on overseas trips; total losses were said to have amounted to \$46m. Mr De is also alleged to have arranged a meeting between Mr Phuoc and a central bank official to arrange a \$3.7m loan to Tamexco by First Vina Bank, a joint venture involving South Korea's Daewoo Group.

The disclosure comes a week after a court in Ho Chi Minh City sentenced an official at another bank to death for masterminding a Dong 49.2bn (\$4.4m) bank fraud. This is the first time the death sentence has been used in a case of commercial fraud. *Jeremy Grant, Hanoi*

Thai finance minister quits

Thailand's finance minister, Mr Bodi Chunnananda, resigned yesterday, a move which stirred more turmoil in the country's battered financial markets but is unlikely to have a long-term impact. Mr Bodi was due to step down when a new government is formed after elections on November 17. Officials said his position might not even be filled, leaving the ministry in the hands of the permanent secretary, Mr Chaturmonkol Sonakul, and acting deputy finance minister Mr Chalawat Wibulswadi, on loan from the central bank.

A close ally of caretaker Prime Minister Banharn Silpa-archa, Mr Bodi had a tumultuous four months in office, during which the Thai stock market lost 29 per cent of its value, the baht came under heavy speculative attack and the governor of the central bank resigned. Mr Bodi was also caught up in a conflict over the awarding of new commercial banking licences.

Mr Chaturmonkol said the new domestic bank licences, along with permission for seven foreign banks to begin full branch operations, would not be given until a new finance minister was in place. *Ted Bardacke, Bangkok*

Bangladesh electricity offer

The government of Bangladesh has agreed to open the electricity generation industry to foreign investments. Local and foreign private-sector companies will be offered tax holidays as well as VAT and other tax exemptions on imported equipment. The decision follows worsening electricity shortages. The power ministry has been drafting a plan to introduce electricity rationing, with proposals to force shops to close early each evening.

Bangladesh's per capita power consumption of about 80KW is one of the world's lowest. Only 15 per cent of the population have access to electricity. Total daily supply from ageing generators is estimated at about 2,000MW, more than 10 per cent short of demand on an average day. Projections for the next few years show Bangladesh would need at least another 1,000MW daily generating capacity by the year 2000, requiring investments worth several billion dollars. *Kasra Naji, Dhaka*

Japan fund costs to fall

The cost of long-term funds for Japanese industry is to fall significantly, the country's top corporate lender, the Industrial Bank of Japan, announced yesterday. From tomorrow, the bank said it would reduce its long-term prime lending rate, as charged to top corporate customers, from 3 to 2.7 per cent, the lowest since December. Other long-term lenders are expected to follow suit in the next few days. The reduction is likely to stimulate capital spending, Mr Paul Heaton, economist at Deutsche Morgan Grenfell, said in Tokyo.

The move comes as a consequence of a fall in interest rates on bank debentures, a big element in the cost of funds, since the end of August. Then, the Bank of Japan's latest quarterly report on the business outlook said the economic recovery was cooling. The reduction will also help to improve credit banks' competitiveness, enabling them to offer cheap long-term funding more closely linked to the BOJ's record low official discount rate of 0.5 per cent. *William Dawkins, Tokyo*

New Australia shares row

Australia's new Liberal-National coalition government was yesterday embroiled in new allegations about conflicts of interest after Mr John Moore, industry minister, acknowledged he still holds shares in a venture capital company. The Labor opposition claims this investment could benefit from ministerial decisions.

The furore came in the wake of the resignation of Senator Jim Short from the post of assistant treasurer at the weekend. Senator Short had approved a banking licence application from ANZ while retaining shares in the same bank. He claimed that this was an oversight. However, his eventual decision to step down means the first ministerial loss for the new government, which took office in March. *Nicki Tait, Sydney*

Gas threat to HK metro

Hong Kong police have drawn up security measures for the territory's subway train network after receiving a phone call threatening a gas attack, they said yesterday. "We have got a contingency plan to deal with this sort of situation; various government departments have been in touch so that if something goes wrong, we will be able to respond," deputy secretary for security Alex Fong said on government radio. A security branch official received the threatening call just before the weekend. Officials declined to comment on whether the threat was related to a dispute over Japanese and Chinese sovereignty claims to a group of East China Sea islands. *Reuter, Hong Kong*

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Seoul seeks bank mergers

By John Burton in Seoul

South Korea, yesterday promised to try to accelerate financial liberalisation following the approval of its entry into the Organisation for Economic Co-operation and Development.

The government recommended measures to encourage mergers and acquisitions among the nation's 26 commercial banks in an attempt to strengthen the sector ahead of market liberalisation. Increased competition from foreign lenders could cause problems for the banks which suffer from a heavy burden of non-performing loans.

The government proposed reducing taxes on bank mergers to promote industry consolidation. It is also seeking powers to force mergers among insolvent financial institutions.

Officials also promised to cut high interest rates, now pegged at 12 per cent, to at least 9 per cent by 1998.

This would bring closer the full opening of the bond market to foreign investors and the abolition of controls on overseas borrowing by South Korean companies.

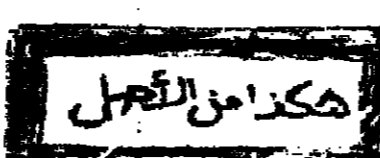
South Korea promised to implement these reforms once the gap between domestic and foreign interest rates narrowed to 2 percentage points from the 6-7 percentage points now.

The central bank is expected to cut the reserve requirement ratio for banks this month to help drive down interest rates.

The banks are also expected to reduce foreign currency lending rates next month since OECD membership will lower borrowing costs for South Korea in overseas capital markets.

Meanwhile, the two main opposition parties yesterday again threatened to block ratification of the OECD agreement in the National Assembly next month.

They claimed that Seoul's entry into the OECD is "premature" since financial liberalisation could further destabilise the economy, which has suffered a downturn this year.



NEWS: THE AMERICAS

Dole to make last-gasp bid for California

By Jack Martin in Washington
Mr. Bob Dole yesterday flew to California for tomorrow night's second televised debate with President Bill Clinton...

constitute the largest single prize on November 5, a total 270 electoral college votes...



Bob Dole with the mascot of a local Young Republicans group in Hamilton, New Jersey, at the weekend

college. By contrast Mr Clinton is reckoned to have well over 800 votes in the bag and with reasonable hopes of sharing the dozen or so which appear the most competitive at this stage...

Petrochemicals move shows up constraints on Zedillo

By Daniel Dombey in Mexico City
The Mexican government's decision to abandon the long planned privatisation of much of its petrochemicals industry is the latest and most important example of the growing economic policy constraints faced by the administration of President Ernesto Zedillo...

sation that drove the final nail into the coffin of the privatisation. But it had long been difficult. It had previously been postponed by the government of President Carlos Salinas...

concerns would be sold, rather than the majority stakes previously indicated. In an interview, he acknowledged the possibility that some of the petrochemical assets would remain unsold...

tion to exploit the potential, even with the fact that many of the existing petrochemicals plants are in poor condition. "We do not know what the rules are going to be for private companies competing with majority state concerns for access to feedstocks, and access to the market..."

Soyabean segregation rejected

Unilever and Nestlé, two of Europe's largest food manufacturers, yesterday rejected segregation of genetically modified US soyabean as impractical in spite of concern among food retailers that consumer choice is being put at risk...

Ortega 'ahead' in Nicaragua

A new poll at the weekend showed Mr Daniel Ortega, Nicaragua's former leftwing president, surging to a slight lead over his main challenger, conservative Mr Arnoldo Alemán of the Liberal Alliance...

You can't fool Mother Nature. But you can work with her.

Advertisement for Del Monte peaches featuring a map of the US and weather forecasts. Includes text: 'U.S. Weather Regions', 'CROCKER'S ALMANAC', 'Weather Forecasts', and a list of weather conditions for various dates.

Proof? Del Monte can now predict the best time to pick their peaches.

Initially, Del Monte was just looking for some fresh new thinking about their business. Specifically, they wanted ways to get their products to market faster and cheaper. A CoSourcing relationship with EDS was established in order to improve business processes. Out of this came a new crop forecasting method that allowed Del Monte to predict the best time to pick a crop.

This in turn allowed them to alert their processing plants so fruits and vegetables could be picked, canned and shipped the same day - increasing productivity. Isn't nature wonderful? To learn how an EDS CoSourcing relationship can benefit your company, contact us at 44 181 754 4870 or at info@eds.com. Or visit us at http://www.eds.com.

A more productive way of working EDS

Argentine 'mafias' condemned Cavallo renews crime-link claim

By David Pilling in Buenos Aires
Mr Domingo Cavallo, former Argentine economy minister, may have been in New York on a speaking engagement yesterday, but it was in Argentina where he was making headlines. Only 80 days after his surprise sacking, Mr Cavallo has returned to the political stage with fresh accusations of government links to organised crime...

extremely pleased that President Menem has placed himself at the head of the fight against the mafias. Last year, when I denounced the existence of such mafias, he told me... I would have liked to join him in the battle from within the government, but now I will do it from outside.

NEWS: UK

MPs are urged to carry out rapid investigation of cash-for-questions claims against ex-minister

Speaker of Commons warns on 'sleaze'

By James Blitz, Political Correspondent

Mrs Betty Boothroyd, Speaker of the House of Commons, said yesterday that the "cash-for-questions" affair was damaging the reputation of parliament. She warned MPs that they must complete a new investigation into the matter "as soon as possible".

As the Commons authorities launched a full-scale investigation into allegations against Mr Neil Hamilton, a former Conservative minister, Mrs Boothroyd said the

issues were "very serious," and that "the reputation of the House as a whole has been called into question".

The main allegation, fiercely denied by Mr Hamilton, is that he had been paid by Mr Mohamed Fayed, chairman of Harrods, to table questions in the House of Commons.

Addressing MPs as they met for the first time after the summer recess, Mrs Boothroyd said "all necessary steps" would be taken to ensure that Sir Gordon Downey, the commissioner for parliamen-

tary standards, had the resources required to carry out an investigation into the Hamilton case.

She also insisted that the proceedings of the all-party committee for standards and privileges - to which Sir Gordon is accountable - should be "as transparent as possible".

Opposition MPs last night claimed that Mrs Boothroyd's intervention was a further embarrassment for the government over the cash-for-questions affair.

The government has been trying for more than two years to escape

the reputation that some of its MPs are mired in "sleaze". Mrs Boothroyd's call for a speedy investigation increased speculation at Westminster that a report into the Hamilton affair might be published before the next general election, which must be held at the latest by the end of May next year.

The Speaker's statement came as the House committee for standards and privileges considered the way in which allegations about Mr Hamilton should be handled.

The committee was also due to consider whether it could examine

evidence that Mr David Willetts, a former Conservative whip, put pressure on the committee of members' interests when it made a preliminary attempt to examine the Hamilton case in 1994.

Sir Gordon has insisted that he has no powers to judge the allegations against Mr Willetts. However, there was speculation at Westminster yesterday that the committee could recommend that his powers be widened to encompass issues of "privilege" - parliamentary language for the rules under which the Commons operates.

Party reels from allegations and defections

Leaked memo puts unwelcome spotlight on the government

The furore caused by the leak of the so-called Willetts memo - the supposed proof of the government trying to subvert a quasi-judicial parliamentary process - has had an extremely unwelcome side-effect for Mr John Major, the prime minister.

Apart from the role it appears to have played in persuading the former Conservative MP, Mr Peter Thurnham, to defect to the centrist Liberal Democrat party, it has shone a spotlight on the workings of the government's whips' office. The whips are the government's managers of its business in the Commons, whose aim is to ensure that no parliamentary vote is lost.

The office is widely regarded as a secret society made up of bullies. What has hitherto been unknown is that each whip makes notes of all important conversations. This will strike fear into the hearts of MPs and even journalists. The thought that their private chats, including gossip about colleagues, have been com-

mitted to paper will be most uncomfortable. The point of the system, one party manager disclosed, was to keep all the whips abreast of important intelligence without having endless meetings.

Unfortunately, the system appears to have backfired slightly in the case of the Neil Hamilton affair. These were the allegations that Mr Hamilton, a former trade minister in the Conservative government who is still an MP, received many thousands of pounds in the late 1980s for asking questions in the Commons to further the business interests of Mr Mohamed Fayed, owner of the celebrated Harrods store.

In late 1994, the House of Commons members' interests committee, chaired by the Conservative MP Sir Geoffrey Johnson Smith, was under pressure to look into the Hamilton allegations. This, however, would have been unwelcome to the government because its popularity had been damaged by a seemingly endless stream of newspaper stories about



Major's dwindling majority: Peter Thurnham (left), who switched from the governing Conservative party to the centrist Liberal Democrats last week, is the third Conservative MP to leave the party in the past 12 months. The first was Alan Howarth (right), a former junior education minister, who became the first sitting Conservative MP to switch to the Labour party - the main opposition party. Mr Howarth quit complaining of the government's "arrogance of power". Emma Nicholson, a former vice-chairman of the party who said she could no longer endure seeing Britain's future "endangered by the government's indecision and weak leadership on Europe," switched to the Liberal Democrats last December.

Conservative MPs receiving cash for asking parliamentary questions.

In October of that year Mr David Willetts, then a government whip and now a close adviser to Mr John Major, had a conversation with Sir Geoffrey.

This was recorded by Mr Willetts in one of the whips' offices secret notes, which was leaked 10 days ago. The note appears to summarise a discussion about how the more damaging charges against Mr Hamilton could be kept outside a committee investigation - or if a full investigation were to take place, how it should be as rapid as possible.

Mr Willetts has said that this one piece of hand-

written paper cannot be understood properly without reference to other government papers. He is hopeful that a new investigation will clear him of any suggestion that he was attempting to subvert the quasi-judicial function of the committee.

Yesterday, as parliament returned after its summer break, a new committee, the standards and privileges committee, is due to discuss the terms of reference of the new investigation into the Hamilton affair. It will be carried out by Sir Gordon Downey, the commissioner for parliamentary standards who reports to the committee.

A number of MPs, including the leaders of the opposi-

tion Labour and Liberal Democrat parties, believe Sir Gordon does not have the power to look into the question of whether Mr Willetts was involved in a government scheme to impede the earlier investigation. Sir Gordon is understood to share these concerns. There is pressure therefore for this to be examined by an independent tribunal.

Although to the electorate this question may seem less important than whether MPs received cash for questions, it is important for MPs themselves. It strikes at the heart of the British parliamentary principle that MPs are answerable only to the electorate. If it were shown that MPs were not fit to sit in

judgment on themselves, the question would arise about whether they should be permanently answerable to some kind of outside authority, capable of having them thrown out of parliament.

The government cannot therefore dismiss as political propaganda the attack by Mr Thurnham that he was defecting largely because of his concern at attempts "to suppress inquiries into allegations of sleaze".

Many MPs on all sides of the House share these concerns. As a result, the whips' job of ensuring the government wins its votes with its thin majority will become even more difficult.

Robert Peston

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Dear Shareholders,
 We have the pleasure of inviting you to attend the Annual General Meeting of shareholders, which will be held on October 24, 1996 at 11.00 a.m. at the registered office at 47 Boulevard Royal, L-2449 Luxembourg, with the following agenda:

AGENDA

1. Presentation of the reports of the Board of Directors and of the Auditor.
2. Approval of the balance sheet, profit and loss account as of June 30, 1996 and the allocation of the net profits.
3. Discharge to be granted to the Directors for the financial year ended June 30, 1996.
4. Action on nomination for the election of the Directors and the Auditors for the ensuing year.

Any other business which may be properly brought before the meeting.
 The shareholders are advised that no quorum for the items of the agenda is required, and that the decisions will be taken at the majority vote of the shares present or represented at the Meeting. Each share is entitled to one vote. A shareholder may act at any Meeting by proxy.

By order of the Board of Directors

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By order of the Board of Directors

The Financial Times plans to publish a Survey on

Manchester

on Tuesday, November 12

For further information on advertising and full editorial synopsis, please contact:
 Pat Lockier Tel: 0161 834 9381. Fax: 0161 832 9248
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 FT Surveys

Friday, October 18
 at 11:00 pm (French time)

New numbering plan in France

How to call numbers in France from another country.

On October 18, 1996 at 11:00 pm French time (9:00 pm UTC), France will switch to a new telephone numbering plan. These changes anticipate for the ever increasing volume of telecommunications traffic in France (new services, fax, mobile phones, etc.). This new plan provides a reserve of numbers for several decades to come and marks a further step towards harmonization with European directives and international recommendations. This New Numbering Plan applies to all numbers you call in France. To call a number in France from another country, simply dial the country code 33, followed by a 9-digit number.

9 digits to call all numbers

To call Paris and the Paris region.
 There are no changes. You will continue to dial the 9-digit number which begins with 1.
 For example: + 33 1

To call the "provinces" (other regions).
 Depending on the location, dial 2, 3, 4 or 5 in front of the current number, which remains the same.

The digits to be added are shown on the area code map and in the area code table.
 For example: + 33 20 becomes + 33 20

To call mobile numbers and special services.
 To call a mobile phone, dial 6 before the current 8-digit number.
 To call special services (videotex, audio-tex), dial 8 before the existing 8-digit numbers, which remain the same.

Add:	To the current number beginning with:	Add:	To the current number beginning with:
6	01	6	07
6	02	6	08
6	03	6	09
6	06	8	30

To call French overseas "départements" and territories (DOM - TOM).
 There are no changes. You dial the 3-digit access code, followed by the 6-digit subscriber number.
 For example: + 590 for a number in Guadeloupe.

Remember...!
 Don't forget to update your personal directories. If necessary, plan for the updates of all French numbers (including speed dialing) stored in your equipment: telephones, fax machines, modems, etc.

How to phone when you are in France.
 For all calls within France, dial 0 before the 9-digit number. The domestic long distance access code, 16, will no longer be used. To call another country from France, dial 00 (instead of 19).

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President of the United Arab Emirates

His Highness Sheikh Zayed bin Sultan Al-Nahyan
A Statesman of Vision and Generosity

Since its establishment in 1971, His Highness President Sheikh Zayed has presided over the complete transformation of the UAE, whose infrastructure, social and commercial development were only just beginning to evolve.

One Man's Vision



It is undeniable that oil, which was first exported in 1962, has provided the impetus and means of achieving this transformation into a modern state. But it is HH Sheikh Zayed's breadth of vision, tireless commitment and unswerving leadership which has channelled these resources to achieve a remarkable level of progress and prosperity. At the same time, he has played a crucial role in realising the aspirations of his people and those of the Arab and Islamic world. HH Sheikh Zayed's first visit to Europe in 1952 had a profound impact upon him and strengthened his resolve to develop the social facilities and infrastructure of his country.

Born in the oasis settlement of Buraimi, HH Sheikh Zayed was appointed Governor of the Al-Ain district in 1946. For the next twenty years, he selflessly devoted his energy and enthusiasm to the development of the region and its people. Among the first of many notable milestones which have marked his life was the restoration of the ancient irrigation channels and the building of new systems to maximise the agricultural potential of the district and the amelioration of its inhabitants' way of life - an objective which he continues to pursue on a much larger scale to this day. It is a measure of his breadth of vision that the Emirates' development has attained such spectacular heights and, through his generosity, the people enjoy one of the most sophisticated social welfare systems and highest standards of living in the region. Indeed, his presidential mandate has been regularly extended at five year intervals ever since.

A Keen Sense of Responsibility • • • Since his election as President of the United Arab Emirates in 1971, HH Sheikh Zayed has been acutely conscious of the need for every citizen to face his responsibilities and obligations to his brethren and to the cause of Arab solidarity - an unflinching commitment to the well-being and stability of all Arab states.

It is a measure of his wisdom, sensitivity and a thorough appreciation of the issues and conditions confronting the Arab world, that he advocates time, dialogue, understanding and patience to secure the Arab position in the wider international community. Such an approach has enabled HH Sheikh Zayed to generate a sense of cohesion among the nation's allies and neighbours. Furthermore, under his guidance, the UAE plays an active role in pan-Arab development as a founder member of the Gulf Cooperation Council.

In times of crisis elsewhere in the world, HH Sheikh Zayed has placed the UAE at the forefront among nations in providing unwavering support and generous aid packages to ameliorate the conditions of those less fortunate.

But for the Ruler, the sense of responsibility has its roots in his desire to improve the social conditions and welfare of his people at home. At the time of his accession, this federation of emirate city-states was only just beginning to emerge from a way of life that had prevailed for many centuries. Since then, huge resources have been directed towards the establishment of an infrastructure capable of supporting the needs and aspirations of the people. From a sophisticated network of healthcare centres and an integrated educational system, from the primary to tertiary levels, to the creation of complex communications systems and a flourishing commercial and industrial base, the transformation has been truly remarkable.

Man of the Year 1991 • • • In a poll conducted by "Al Ithnain", an Athens-based magazine, carried out in June 1992, HH Sheikh Zayed was voted "Man of the Year" for 1991 in recognition of his pioneering role in the development of his country, his leadership of a unique federation of Arab states and his unstinting support for Arab and Muslim causes in every field of endeavour. This token of appreciation reflects the esteem in which he is held, both at home and throughout the Arab world.

An Inspiration to the Nation's Youth • • • Through his encouragement and inspiration, the UAE has achieved many significant goals on the road to modern statehood. The road has not been easy, but HH Sheikh Zayed, with the assistance of the Ministry of Education, has provided the stimulus for schoolchildren and students alike to explore their country extensively and to experience at first hand not only the progress that has and continues to be made, but also the country's cultural heritage and identity. In this way, today's youth will come to recognise that the task of building a modern state requires a vast collective effort and that previous generations, who did not enjoy such benefits, are owed a debt of gratitude.

The key to future prosperity and even greater social cohesion rests with the upcoming generation's determination to gain the maximum benefit from the educational opportunities available in every field of endeavour. The Emirates University at Al-Ain, with its exceptional facilities, represents solid evidence of the desire to provide the tools with which future generations can build upon the solid foundations established through HH Sheikh Zayed's prescience and determination.

A Reflection of the Emirates' Heritage • • • A strong maritime tradition runs parallel with that ship of the desert, the camel, and both represent two key aspects of the nation's psyche - a receptiveness to new ideas and tenacity in the face of adversity.

A Lifetime's Mission • • • Sheikh Zayed's journey from the Governorship of Al-Ain to the Rulership of Abu Dhabi and the Presidency of the United Arab Emirates is a vivid testimony to the qualities of leadership, political acumen and statesmanship which he has exercised during a period of massive change in the quest to create a caring and successful society.

The most visible testament to the nation's development can be seen in the spectacular architecture of the cities, which are imbued with a sense of human scale through a sensitive approach to the needs of the people for an appropriate setting in which to live, work and relax. The construction of modern housing, well-equipped sports stadia, leisure centres and museums have served to enrich the community at all levels.

Modern technology has been harnessed to provide electricity and desalinated water, industrial complexes built to exploit the nation's natural resources and a communications system and infrastructure deployed to provide the engine for future growth and prosperity. None of these existed previously.

It is a display of national confidence that the Emirates have created a popular tourist destination for travellers from all over the world. They can enjoy a superb tourist infrastructure, unrivalled recreational facilities on land and sea and some of the finest duty-free shopping in the world.

Yet it is the greening of the desert and the establishment of a flourishing agricultural and horticultural sector which have provided a more natural backdrop to the nation's continuing development. Under the President's patronage, with his passionate interest in conservation, the protection and preservation of the environment and its precious wildlife are assured. Extensive scientific studies and intensive education programmes are combined with proactive measures to reintroduce a harmonious balance into this fragile ecosystem, between man and nature.

Under the guidance and encouragement of His Highness President Sheikh Zayed bin Sultan Al-Nahyan, the citizens of the UAE are equipped to meet the challenges of the future. The debt of gratitude owed by the people to this one man cannot be over-estimated for his commitment to achieving a state of stability, well-being and prosperity.

For further information please contact meiac, 50 Hans Crescent, London SW1, England

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Robert Pax

Controversial reform accepted after BBC pledges to preserve 'special character'

World Service compromise agreed

By Raymond Snoddy
in London

Mr Malcolm Rifkind, the foreign secretary, has approved plans by the BBC for restructuring its World Service, but only after the corporation offered 20 new measures.

The concessions are designed to protect what were described in a statement agreed by the BBC and Foreign Office as the "special character, style, ethos" of World Service broadcasts in the English language.

Yesterday's compromise

came after an independent committee examined the BBC's proposals for incorporating BBC World Service programme makers in new divisions covering all of BBC television and radio leaving commissioning as the only prime World Service function.

The concessions now accepted include making sure that World Service news and immediate current affairs programmes will be produced by a dedicated unit with BBC News, co-located with the World Service including the foreign

language services. "Co-location" is a big concession by the BBC. Opponents of the restructuring argued that the close physical proximity of the World Service staff and the foreign language specialists was important for the quality of the service.

Challenged about the plan to separate the two, Sir Christopher Bland, the BBC chairman, suggested earlier this year that they could use telephones to communicate.

Yesterday's agreement specifies "any period of separation to be kept to a minimum and entered upon

only if and when the World Service has agreed that the advantages significantly outweigh the disadvantages".

An independent advisory panel is also to be set up under the chairmanship of a BBC governor to advise the governors on World Service output and performance.

Mr Rifkind and Sir Christopher have also asked the panel of independent experts to reconvene in a year to review the progress of BBC restructuring proposals.

The National Audit Office

had already been invited to look at the functioning of the new financial mechanisms after six months.

The Foreign Office hoped that the extra clarity and safeguards obtained "will be a victory for the BBC World Service".

The Campaign to Save the World Service last night gave an initial qualified welcome to yesterday's agreement between the Foreign Office and the BBC although it feared there would still be longer term problems.

First electric cars to set out for a test drive

By Haig Simonian,
Motor Industry Correspondent

The first experiment with electric cars in a British city will be announced today. Sir George Young, transport secretary, will announce at the British Motor Show, which begins today, that 14 electric-powered Peugeot 106 cars will operate in the Midlands city of Coventry for an initial period of a year.

The Coventry experiment mirrors a much more substantial scheme in La Rochelle on the west coast of France, where 50 of the environmentally friendly electric Peugeot 106s were used by private motorists, companies and public-sector bodies

between 1993 and 1995.

The La Rochelle experiment, which included a substantial investment in setting up a network of electric recharging points around the town, has drawn international attention to electric vehicles, especially in a restricted urban environment. Shortly before it ended, Peugeot launched a commercial version of the electric 106 in France for about FF92,000 (\$18,150).

The Coventry scheme, under discussion for about 18 months, is more modest. Unlike La Rochelle, where the state-owned Electricité de France utility strongly supported the project, the £500,000 UK venture has found it harder to find sponsors.



New charge: an electric Peugeot 106 is plugged into a power point in Coventry

The Energy Saving Trust is contributing an undisclosed sum to launch the venture, while four users including Coventry City Council, East Midlands Electricity, PowerGen and the Royal Mail will buy a handful of electric 106 hatchbacks and vans.

Peugeot says the vehicles

will be sold, not loaned.

The four users will assess the vehicles, while the scheme will be also independently monitored. Peugeot says "successful progress could lead to the Peugeot 106 Electric being on sale in the UK during 1997".

● Honda Motor, the Japanese carmaker, yesterday

built its 250,000th vehicle at its factory near Swindon in southern England. The plant, which started production in 1992, expects to raise its output to 150,000 cars a year in 1998, when the two-model range will be supplemented by a derivative of one of the existing vehicles.

Watchdog fines advisers over pensions mis-selling

By Christopher Brown-Humes in London

A City of London watchdog yesterday fined four of the country's leading independent financial advisers a total of £405,000 (£631,800) in the first significant disciplinary action to stem from the probe into mis-selling of personal pensions.

Godwins, Alexander Consulting Group, Heath Consulting and Willis Corroon Financial Planning were all found to have breached rules in pension transfer business by the Investment Management Regulatory Organisation (Imro). They must pay £225,000 in costs.

In 1994, the Securities and Investment Board, the chief City watchdog, ordered life assurance offices and independent advisers to review up to 1m personal pension plan sales, mainly to identify people who were wrongly advised to leave occupational pension schemes between 1988 and 1993.

But the process has taken

longer than expected and few people have yet received compensation. Some estimates suggest that more than 300,000 people will eventually receive a total of between £2bn and £4bn in compensation.

Godwins was fined £200,000; Willis Corroon Financial Planning £95,000; Heath Consulting £70,000 and Alexander Consulting £40,000. The fines mainly related to clients not being given full or clear enough information and to poor record-keeping. "People cannot make an informed decision when they are not given all the facts. That is mis-selling," said Imro.

But Mr Hunter Devine, chairman of Godwins, said: "Neither Imro's investigation nor our own internal review necessarily indicate that any client has been disadvantaged. But clearly we regret that there have been any deficiencies at all in our procedures."

He said Godwins had so far identified 13 clients who would be paid between them

more than £90,000 in compensation. "We are determined to ensure that none of our clients suffers any loss," said Mr Devine.

Willis Corroon said it expected fewer than 5 per cent of the pension transfer cases it handled to require compensation, although it added that the first payments would not be made until next year. Redress could take the form of personal pension top-ups, reinstatement in occupational schemes, or direct cash payments, it indicated.

Imro said 18 of the 30 firms under its auspices would complete their reviews by the end of the year. A total of 77,000 pension transfer cases are being reviewed by Imro-regulated firms. It added that 340 of the 400 cases where reviews had been completed had required no corrective action. The average compensation offered was £3,000. It expects to fine a "handful" of other firms for rule breaches by the time the process is completed.

French company hopes to win more rail routes

By Charles Batchelor,
Transport Correspondent

A French transport group which has already won two train operating franchises in Britain hopes to add two more before privatisation is completed.

Connex Rail, the UK transport subsidiary of the French water group, Compagnie Générale des Eaux (CGE), yesterday took over the South Eastern franchise covering the Kent and Sussex region of south-east England.

The company yesterday unveiled the first of 16 trains which will run from the Kent coast to London. It took over the South Central franchise, covering south London, last May.

Connex has been short-listed in the bidding for the Great Eastern franchise, jointly with the company's management. If it acquires Great Eastern, which has routes from London into the

counties of Essex and Suffolk, it would control a sizeable part of rail operations in south-east England. The two franchises it has already won account for 17 per cent of total UK rail ticket revenues.

Connex is also preparing bids for several other franchises, including Central Trains, North East and North West Regional Railways, and is considering bidding for InterCity West Coast, which runs trains from London to the English Midlands and Scotland.

The new trains for South Eastern services will all be in service in early January. Connex has also invited bids from train manufacturers to supply a further 30 trains for delivery in 2000.

CGE's French transport subsidiary, CGEA, runs train services on 966km of route in France under contract from SNCF, the national state network, and municipal authorities.

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UK NEWS DIGEST

Germany told not to delay Eurofighter

Mr Michael Portillo, the UK defence secretary, yesterday warned Germany that export orders for the Eurofighter combat aircraft would be hit unless all partners in the £40bn (\$62.4bn) project moved to the production phase "without further delay".

He believes Germany could drag its feet over the production of the aircraft - a joint venture with the UK, Spain and Italy - because of attempts to curb public expenditure in the approach to European economic and monetary union.

"I have made clear that the British government is ready to proceed," Mr Portillo said in the House of Commons yesterday. "If we are to have good export prospects for the aircraft, it needs to be produced without further delay."

Bonn is currently locked in negotiations with Daimler-Benz Aerospace (DASA), the prime contractor in Germany, over the financing of the next phase of the project.

Yesterday a German defence ministry official said DM100m (\$67.50m) had been allocated for the project in next year's budget, but that DASA was demanding DM390m. "We want the aircraft but there are tight constraints on the money available in the 1997 budget."

George Parker in London and Peter Norman in Bonn

WATER REGULATION Companies face price review

Ofwat, the water industry regulator, will announce today that it is to conduct a price review of water companies five years ahead of schedule. The announcement by Mr Ian Byatt, Ofwat's director-general, that he will stage a mid-term price review in 1999 follows complaints that he has been too lenient with an industry that has been too greedy. Most of the biggest water companies are former state utilities.

The current caps on the prices which water and sewerage companies are allowed to charge customers were set last year for a ten-year period expiring in 2004. But Mr Byatt has been under intense political pressure to take a tougher line with a much-criticised industry, particularly from the opposition Labour party. The latter has threatened to clamp down on water company profits if it comes to power at the next general election.

Leyla Boulton

GAS INDUSTRY Monopoly uncertainty deepens

Ofgas, the gas industry regulator, yesterday left open the possibility that a forthcoming Monopolies and Mergers Commission inquiry into British Gas's TransCo pipeline monopoly might investigate the corporate structure of the company.

British Gas said it viewed the Ofgas statement as an implied threat, and Mr Philip Rogerson, British Gas's deputy chairman, said Ofgas's decision to raise the structural issue in such an oblique way adds to the regulatory uncertainty surrounding TransCo.

Robert Corstine

CURRENCY SPECULATION Trader withdraws forex schemes

Connaught Drysbury, a London-based company, has stopped offering currency trading schemes to private investors and returned all deposits to its customers, believed to number about 50. It has withdrawn its application to the Securities and Futures Authority for permanent authorisation.

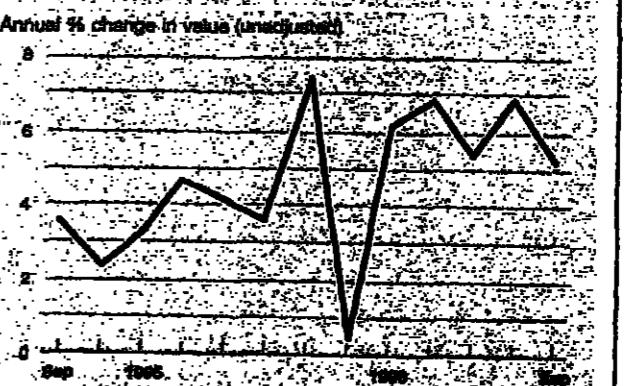
Mr Tobias Ridpath, Connaught's managing director and controlling shareholder, said future options for the company were under review, although he gave no further explanation for the company's decision. Mr Ridpath was previously an account executive at Financial Management International, a company wound up last year by the Securities and Investment Board.

Clay Harris
Europe's artil dodgers, Page 18

ECONOMY Oil prices hit manufacturers' costs

Higher oil prices hit British industry last month, pushing up manufacturers' fuel and raw material costs and causing the first rise in factory output price inflation for 14 months. But the underlying annual rate of manufacturers' output price inflation, which excludes petrol, food, drink and tobacco, was the lowest for 29 years, easing fears that strengthening consumer demand was tempting manufacturers to make large price rises.

Retail sales



The official figures come as Britain's biggest retailers report that sales grew strongly during September but at a slower rate than in August. The latest survey by the British Retail Consortium suggests that the buoyant pick-up in retail sales is not getting out of hand even though inflationary pressures remain subdued.

Graham Bowley

INWARD INVESTMENT Italian group to make batteries

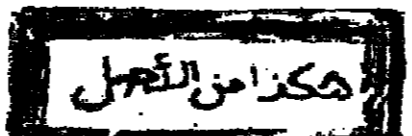
A £10.5m (\$16.8m) battery factory to be built in south Wales by the Italian-based Finamm group. The group has agreed with the Welsh Development Agency to buy a 12-acre site at Crumlin, near Newport, where it will produce batteries for fork-lift trucks and other heavy-duty uses. At full production, the plant will make 500,000 lead-acid traction cells a year and almost 90 per cent of output will be exported to continental European markets. The project will receive an undisclosed amount of grant aid from the Welsh Office.

Roland Adburgham
Editorial comment, Page 18

MOBILE TELEPHONES Personal calls 'exceed business use'

More people are using mobile phones for personal calls than for work for the first time since cellular services were introduced in the UK, the latest annual survey the London-based consultancy Continental Research shows. It also indicates that service providers can expect only half the revenues from subscribers using their phones for personal purposes than from business customers.

Alan Crane



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British Rail The Sale of Railtest Limited. Railtest is a subsidiary company of British Railways Board (BRB) and is being offered for sale. Servicing a client base within the rail industry in Great Britain, Railtest is a licensed train operator with a Railway Safety Case and track and depot access agreements.

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TECHNOLOGY

Controversy around new genetically-modified crops may have caught biotech companies by surprise, says Alison Maitland

Against the grain

Biototechnology companies claim genetically engineered crops can increase harvests, benefit the environment and help avert a future world food crisis. Critics say they may damage the environment, threaten human health and remove freedom of choice from consumers.

Meanwhile, the development of genetically modified crops and food products such as tomatoes, oilseed rape, cotton and potatoes is gathering pace. A handful have won approval in all important markets. Many more are waiting to join them.

Some products, such as modified tomato paste from Zeneca of the UK, have met little opposition. Retailers have provided customers with information and the product has been labelled.

But two new commodity crops are attracting controversy: a soyabean engineered by Monsanto of the US to be resistant to the company's own glyphosate herbicide, known as Roundup, and a maize plant designed by Ciba of Switzerland to protect itself against the European corn borer pest.

The two biotechnology giants might have anticipated consumer unease about the arrival of new genetically modified products on the European market - even though concern is far more limited in the US. But they could not have foreseen that they would be pushing their products in Europe just as the "mad cow" debacle had dented consumer confidence in food safety and regulation.

The soyabean has been approved in the US, Canada and Japan. The European Union gave permission for imports in April. Soyabeans, and the meal and oil made from them, account for 25 per cent of US agricultural exports to the EU and were worth more than \$2bn (£1.2bn) last year. The European Commission says the beans are safe and there is no need to segregate them or label products containing them. But European food retailers and environmental lobby groups are campaigning against the bean precisely

because the first imports, expected within the next two months, will not be identifiable.

It will be the first genetically modified crop to reach the European market without being labelled. Since crushed soyabeans are used in 60 per cent of processed foods, critics argue that consumers will be forced to eat genetically modified products even if they prefer not to.

EuroCommerce, which represents EU retailers and wholesalers, is urging US grain companies to segregate the beans. It says that if other genetically altered commodities such as maize and potatoes also win approval, 70 per cent of food products will contain engineered ingredients.

Monsanto says segregating beans for mass markets would be economically and physically impractical for farmers, grain companies and shippers. It would involve a costly and "monumental" restructuring of practices.

An Iowa-based company, Genetic ID, claims to have developed a test to detect whether foreign DNA has been spliced into the natural genetic sequence of soyabean or maize plants.

The British Retail Consortium says members are interested in the technology. But they are cautious about the sampling meth-

ods and whether beans identified in their raw state can be kept separate further down the food chain. Processing breaks down the protein and DNA, which show if a plant has been altered.

Critics argue for segregation, saying the environmental risks of engineered crops have not been fully investigated. They question whether less chemical spray will be used, as the industry argues, and they fear herbicide resistance could spread and create "superweeds".

Monsanto counters that there is no reason for segregation since the soyabean is identical to traditional beans in terms of safety, nutritional content and processing characteristics.

Ciba says its "Bt maize" boosts yields while helping the environment. The maize contains genes making it resistant both to the corn borer, which can damage as much as 20 per cent of the EU maize crop, and to a herbicide not produced by Ciba. It also contains a third, antibiotic-resistant "marker gene" (see below).

Approved in the US, Canada and Japan, this is the first genetically modified crop to fall to win backing from a majority of member states in the European Union. The UK is concerned that antibiotic resistance could pass to ani-

Harvesting research: genetically engineered crops



Crops approved for cultivation or import to the US (as of September 1995)	Increased laurel oilseed rape
Herbicide tolerant oilseed rape	Herbicide-resistant soyabeans
Viruses resistant squash	Insect-protected potatoes
Delayed ripening tomato	
Insect-protected maize	
Products approved by the EU	Pending approval by the EU
Herbicide-resistant tubacco	Insect-protected maize
Herbicide-resistant soyabean	Herbicide-resistant oilseed rape
	Hybrid oilseed rape
Products in the research pipeline	
Disease-resistant wheat	Plants that produce naturally coloured cotton fibres
High-yield potatoes	Plants that produce biodegradable plastic polymers for packaging and industrial use
High-yield strawberries	
Variable ripening maize	

mals, and possibly humans, from the unprocessed maize. Austria, Sweden and Denmark have environmental and labelling worries. The European Commission has asked three scientific committees to review the case. Today's EU environment council is expected to discuss speeding things up. The regulatory process is cen-

tral to controversy over these novel products. In the US, approval is co-ordinated by three departments - the Environmental Protection Agency, the Food and Drug Administration and the Department of Agriculture.

In the EU, regulation is struggling to keep pace with genetic developments. Biotechnology companies find the process long-winded and unpredictable.

Under the directive on the release of genetically modified organisms, known as 90/269, a new product is handed for approval to the member state where it will first be marketed. That country's opinion is then subject to approval by scientists from all other member states. The Commission plans to review the directive shortly.

Meanwhile, a Novel Foods Regulation aimed at harmonising approval of products based on engineered crops is being held up by disagreement between the European parliament and member states over product labelling. Optimists expect a resolution this year, but pessimists say it will take "a very long time".

Clive Cookson

Commodities, Page 28

From petri dish to supper plate

Curt Elmer, a retired plant biologist, stands in a sunny rooftop greenhouse at Monsanto's research park in suburban Chesterfield, Missouri, and explains gene-splicing techniques as visitors marvel at the cool, Canadian prairie atmosphere that has fooled dozens of oilseed rape (canola) plants into reproducing.

Next door, a steamy hothouse is home to flowering cotton plants that have been genetically rewired to produce a substance that is toxic to bollworms and other pests.

Throughout the facility, the race is on to restructure the genes of plants to enhance their yield or value as food and fibre.

When Monsanto first invested \$150m to build the research facility 10 years ago, biotechnology was a small sideline to its big chemicals business. Today, the company has staked its future on plant gene-transfer technology, believing that bio-engineering will fundamentally change agriculture in the next century.

Monsanto views itself as a Microsoft of engineered foods, defining and dominating a new high-tech industry. It has spent some \$1bn (£650m) on in-house research and development, and lately, as competition quickens and products come to market, has bought what it has not had time to grow.

During the past 12 months Monsanto has spent \$750m - or slightly more than last year's net earnings - to purchase parts of at least a dozen other biotech companies and gain control of valuable research patents. These acquisitions include a majority interest in Calgene, with its leading-edge technology in oilseeds and tomatoes; and the WR Grace property Agracetus, which owns a broad-based patent on cottonseed engineering.

With cross-ownership, partnership agreements, and joint ventures, "Monsanto is trying to build a castle around its biotech business that no one can breach," says Sano Shimoda, an analyst with BioSciences Securities.

As a publicly owned company, Monsanto is under increasing

pressure to generate shareholder return for these investments. However, the leap between petri dish and dinner plate is a long one, and Monsanto has to be sure not to stumble as it introduces bio-engineered crops. To that end, Monsanto lawyers have worked since 1992 with regulatory officials in the US, and later in Japan and Europe, to define and then satisfy food safety and environmental regulations for bio-engineered foods.

The company has also conducted a marketing blitz designed to get food processors and distributors to accept the new crops without special handling or labelling. It has cannily made sure that the first commercial roll-out of seeds with Monsanto-modified "software" are bulk commodities such as cotton and soyabeans that will blend seamlessly with their non-engineered counterparts as they enter the export or processing pipeline.

Consumers, Monsanto says, should be indifferent to the engineered crops, as they will not be visibly different. The company has targeted growers as the primary customers for its first generation of engineered products - insect-resistant potatoes and cotton, and herbicide-resistant soyabeans and oilseed rape.

Still, last year's launch of Posilac (BST), an engineered dairy hormone injected into cows to increase milk production, showed that Monsanto can badly miscalculate public reaction to its technology. A small but vocal group of consumers objected to a chemical company "tampering" with their milk, and protests by consumers have helped to block use of the product in Europe.

This year a similar push has slowed the European acceptance of Monsanto's genetically engineered soyabean. Company executives shrug off the protests, saying a few bumps on the road to a new era should be expected. So far, shareholders have been tolerant, willing to wait for the big pay-off in a new game.

Laurie Morse

A golden shot of DNA

Scientists use two approaches to transferring genes into crops. The original method, developed in the early 1980s, relies on the natural ability of the microbe *Agrobacterium tumefaciens* to insert its own DNA into plant cells.

The scientists first make a DNA "construct" - containing both the gene for the desired trait and others that are required for technical reasons, such as promoter and marker genes. The construct is transferred into *Agrobacterium*, which carries it into the cells of infected plants. But this is restricted to broad-leaf plants such as beans and

potatoes, which are naturally infected by *Agrobacterium*. For grain crops such as maize and wheat, genetic engineers have to insert the DNA construct directly into the plant cells.

The most popular way of doing this is to use a "biolistic" shot gun. Thousands of microscopic gold beads are coated with DNA and fired into the cells. The scientist goes on to grow whole plants from the transformed cells.

All known methods of inserting new genes into living cells are inefficient. Therefore marker genes, which identify the successfully transformed organisms, are

essential. For example, Ciba's insect-killing "Bt maize" contains two separate markers. The first, for antibiotic resistance, was added because the development process involved multiplying millions of copies of the Bt gene in bacteria. The researchers treated the bacteria with antibiotic to kill off the ones that do not contain the new gene.

The other marker makes plants resistant to the herbicide Basta. This enabled the scientists to identify the transformed plants - they were the ones that survived herbicide treatment.

Clive Cookson



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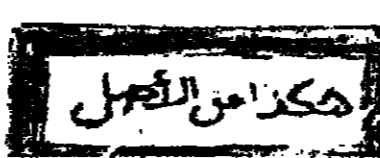
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COMMENT & ANALYSIS

Europe's artful dodgers

Clay Harris investigates the cold-calling foreign exchange salesmen who take advantage of gaps in financial frontiers

FINANCIAL TIMES

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Tuesday October 15 1996

Protest against Austria's club

The harsh blow suffered by Austria's political establishment in the country's first European election is neither unexpected nor undeserved. But it is profoundly worrying that a demagogue preaching far-right, anti-European Union policies has been the main beneficiary of voters' disillusionment.

By capitalising skillfully on discontent to secure nearly 28 per cent of the vote, Mr Jörg Haider and his Freedom Party have dispelled several comforting illusions about Austrian politics. It can no longer be argued that the natural calling for Mr Haider's support is somewhere below a quarter of the electorate. Moreover, the fact that about half the blue-collar voters opted for the Freedom party shows that not even "Red Vienna" with its staunchly left-wing political tradition, is immune to xenophobia. In Austria as well as France, unhappy voters can jump from the left to far right.

NZ balance

Having attracted world attention with its innovative fiscal and monetary policy, New Zealand might have been expected to bring off its political experiment with aplomb. But its first elections under proportional representation have thrown up a messy result typical of such systems.

One minority party, the nationalist New Zealand First, is the key to forming a coalition. Negotiations are likely to be long, but it would be premature to conclude that the new system is a failure, or that the result indicates rejection of New Zealand's unique brand of economic discipline which has restored government finances and all but eliminated inflation.

The high turnout suggests voters are enthusiastic about FR. The hiatus that now seems likely reflects the inexperience of New Zealand politicians in building coalitions, a skill they will presumably learn over time. Moreover, the Fiscal Responsibility and Reserve Bank Acts provide a firm framework for interim government.

Ebb tide

The decision by Southern Water to scale back its overseas ventures is the latest in a succession of moves by Britain's utilities to abandon their earlier ambitious acquisition plans. The moves are more than welcome. Rarely has so much been laid out for so little reward, especially by the water industry. Yet it would be simplistic to put all the blame on the managers. The losses incurred in the great post-floation spending spree stemmed directly from the government's policy of privatising natural monopolies as public limited companies.

The water industry did not appear well-equipped to satisfy the equity market's demands for growth when it was privatised. That the companies have done so well for shareholders reflects efficiency gains, together with the hard bargain driven in 1989 by the industry bosses over the price regime and the shape of their balance sheets. Yet the scope for improved efficiency was not appreciated at the time. Nor were all the bosses aware of how good a deal they had struck with Whitehall. Most assumed that their only hope of generating sufficient growth to escape predatory attention in the longer run was to pursue a hopelessly unattractive strategy of conglomerations. The resulting diversification, which generated a bonanza in

Come on, lads, spank the punters! The ringing exhortation of a manager at Scandex Capital Management in Copenhagen is echoed in cities across Europe as teams of cold-calling salesmen hit the telephones in a campaign to separate investors from their money.

This time, they are offering the chance to speculate, through investments using high levels of borrowing, on daily movements in the foreign exchange market. Many investors find the result is indeed a good thrashing. All too often, they have lost all or most of their money.

Promoters of the schemes have capitalised on gaps in Europe's financial frontiers - the currency investments they offer are not controlled in many countries and have only recently been regulated in others. The cold-callers typically seek the jurisdiction of least regulation and often avoid selling into the local market, to keep a low profile.

But the regulators have, it appears, caught up with Scandex. Last week, Britain's Securities and Investments Board issued a warning to investors in London, seeking injunctions against the Danish company and Mr Jeremy Bartholomew-White, its British managing director and shareholder. The UK regulator alleged that Scandex breached the Financial Services Act by offering unauthorised investments and making misleading statements and cold-calls.

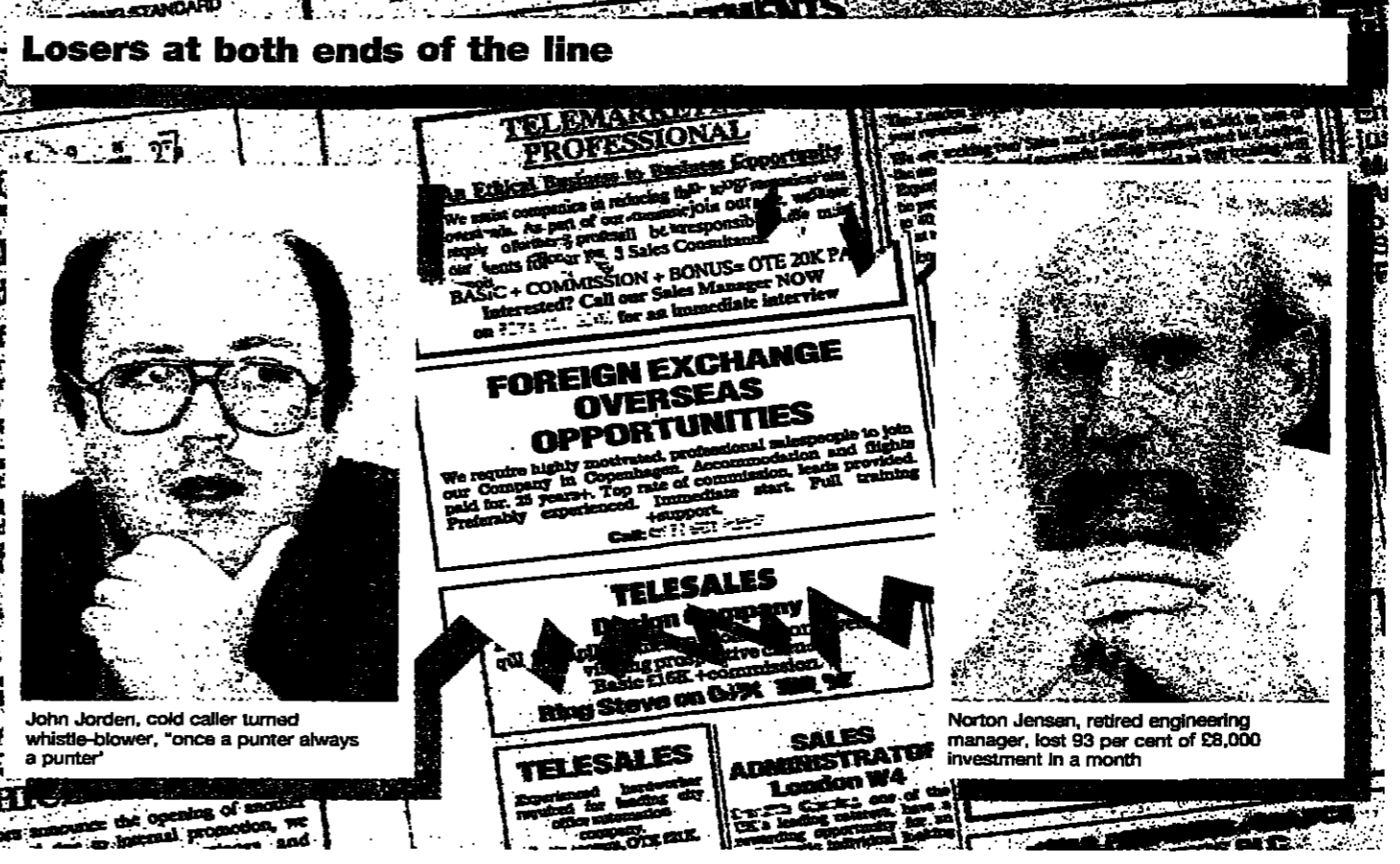
The previous week, Finanzslynet, the SIB's Danish counterpart, had closed Scandex, banning it from making sales calls or opening accounts. "They are allowed to wind up positions in the interest of investors," the regulator said.

On a wing and a prayer

Does Richard Branson have a Japanese admirer? Hideo Sawada, 44-year-old founder of the country's largest discount air ticket agency, yesterday unveiled plans to launch Japan's first new airline since the formation of Japan Airlines in 1961. And yes, Sawada says he was inspired by Virgin Atlantic.

Branson-style, Sawada's new baby would hope to take on JAL, All Nippon Airways and Japan Air Systems - aiming, for example, to halve fares on the Tokyo-Sapporo route, the world's busiest. Extraordinarily, it looks as if he just might secure the blessing of all the powerful transport ministry.

In a striking departure from past practice, the ministry has said it will welcome newcomers' applications for additional domestic routes opening next spring. While fares were partly decontrolled in June, the ministry still allocates airport space, so Sawada will have to be on his best behaviour. Of course one thing to do would be to invite the odd retired ministry official on to the company board - the infamous process of amakudari, or descent from heaven.



John Jordan, cold caller turned whistle-blower, "once a punter always a punter"

Scandex used leads from, among others, London-based Euro Currency Corporation. Mr Bartholomew-White and Mr Farrell were directors and owners, and Mr Sherston the trading director, at Euro Currency, which ceased trading in April.

A customer list from a company such as Nordex, in which many had lost money, was considered a golden source for leads, says Mr Jordan. "If you phoned up someone who's just lost \$20,000 and you're trying to sell them foreign exchange, you'd say: 'If you lost your wallet in Safeway, would you go to Tesco? I'm not saying I can make you back all this money. What I'm saying is we'll play it straight, we should be able to get back some.' Definitely, once a mug, always a mug."

Ice cold-calling is more hit and miss. After most replies from a Scandex mailing to Sweden were delivered by mistake to Nordex, sales staff were obliged to use sources including the Cork telephone directory, a Greek company database and Yellow Pages listings for Gothenburg dentists.

This, says Mr Jordan, was part of his typical spiel: "We're experts in the field of foreign exchange and money market investments, taking advantages of the movement in currency prices to make very good profits for our corporate and private clients. I have a corporate brochure that I'd like to send you if you'd be interested in this very special investment."

Dirty digging

There is more at stake, it would seem, than just the tussle of media giants in the battle over New York's public-access television channels. A US judge is due to consider next week whether Republican mayor Rudolph Giuliani should be allowed to turn over one of the channels to Rupert Murdoch's 24-hour Fox News. He almost did it last Friday night. But in a last-minute ruling a New York judge decided that this might not fit with the mayor's responsibilities to use the channels for public-interest purposes and put a temporary stay on the plan - something that had been requested by Time Warner, the city's dominant cable TV company.

Giuliani's interpretation of what constitutes the public interest has certainly set New York tongues wagging. The mayor, who faces a re-election battle next year, brushed off suggestions that he was acting to secure support from Murdoch's tabloid newspaper, his radio stations or his Fox TV network (which is already available to New York television viewers). Given the famously

Republican tone of the Murdoch media outlets, though, the denial had a hollow ring.

Perhaps to reinforce his claimed political neutrality, Giuliani has proposed handing over another of the city's free channels to Michael Bloomberg. The financial information entrepreneur has been hunting for cable-TV space for his own news channel. Bloomberg conveniently voted Democrat in the last city election.

Wax works

India's scientific community perhaps wishes it had never heard of Ramar Pillai, the Tamil Nadu school drop-out who says he has been producing petrol from a "mystery herb" boiled in water.

Doubts first crept in over his startling claim when a vigilant scientist in Madras spotted Pillai was using a hollow spoon, from which petrol was pouring into his mixing vessel. Pillai then cried foul, saying the scientist invented the tale as a ploy to steal the secret of his wonder herb. Some opinion appeared to be swinging back in the young man's favour.

Bouncing back

The prospect of Helmut Kohl outpacing Konrad Adenauer as Germany's longest serving post-war chancellor - he has only to sit out another 15 days to smash the record - has the commentators reaching for suitable metaphors. A journalist on a weekend talkshow mused how Kohl "is like a rubber plant: we think he's old-fashioned and we don't like him, but we've got so used to him."

money, the account was handed to account managers. In some trading operations, these are known as "loaders" because their role is to persuade the client to send more money, especially after sustaining losses.

In an interview last week, Mr Bartholomew-White denied that Scandex used loaders. "We don't have that type of operation," he dismissed as "the comments of disgruntled, failed salesmen" Mr Jordan's account and those of other former Scandex staff who asked not to be identified. He said they would be paid as soon as it was legally possible.

How did clients, such as Mr Norton Jensen of Rochester, Kent, who saw 93 per cent of his £28,000 investment vanish in a month, lose their money so quickly? Mr Bartholomew-White said all Scandex customers were advised three separate times of the risks attached to their investment. "They are aware of the risk. People make some money but they carry on and look for a bigger return."

Scandex also intends to sue the Copenhagen office of Deloitte & Touche, its former joint auditor which prepared the audit report which led to the resignation of the company's Danish directors and its lawyer. On Friday, Mr Bartholomew-White said he was "comfortable" that the SIB legal action "could be dealt with in a proper and orderly fashion".

100 years ago

100 years ago
Railways in Russia
A syndicate of American capitalists has been formed under the title of the Russian-American Manufacturing Company to establish extensive works for the manufacture of locomotives at Nijni-Novgorod. Contracts for machinery for the plant have already been awarded, the bulk of the work being placed with Philadelphia firms. The output is estimated at 200 engines per annum, and a thousand men will be employed.

50 years ago

50 years ago
U.S. Credit for Brazil
From our own Correspondent, San Paulo: The presence of Mr William N. Martin, president of the Export-Import Bank, at the inauguration of the big industrial combine of Volta Redonda is the subject of much discussion here, as I learn the American banker intends to continue the discussions with the Brazilian Government for a U.S.\$250,000,000 loan. A request for a loan had been presented by the Transport Minister, Edmundo Macedo Soares, some months ago in Washington, but no agreement was reached at that time as the American negotiators insisted that new loans could be granted only by the World Bank.

FINANCIAL TIMES COMPANIES & MARKETS

Tuesday October 15 1996



Chrysler sales exceed expectations

By Richard Waters in New York

Chrysler, the smallest of the big three US automakers, turned in unexpectedly strong sales during the summer, setting it on track this year to equal the record \$3.6bn of after-tax earnings it recorded in 1994.

The company's net income jumped 92 per cent from an unusually weak quarter the year before, reflecting further market share gains for its popular line of sport-utility vehicles, pick-up trucks and minivans.

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The company's net income jumped 92 per cent from an unusually weak quarter the year before, reflecting further market share gains for its popular line of sport-utility vehicles, pick-up trucks and minivans.

Mr Robert Eaton, chairman, said the results - a record for a third quarter - were not "an aberration, nor have we plateaued". He said the company would do even better in future.

Chrysler's figures showed a further jump in its share of US light truck sales. This reached 23.4 per cent, up from 20.7 per cent a year before, as the American love affair with vehicles such as the Jeep Grand Cherokee and Dodge pick-up continued.

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BA offers jobs pledge in bid for Air Liberté

By Ross Tienan in London

British Airways yesterday pledged to save the jobs of 1,250 staff at Air Liberté after tabling a £3m (£4.7m) takeover bid to administrators of the French carrier.

The UK airline plans to run Air Liberté in tandem with its existing French subsidiary, TAT European Airlines, until profitability has been restored. Goldman Sachs, the merchant bank, has been appointed to advise on how French investors could then be offered a stake in the merged group.

The pledge on jobs is reported to have already won BA the backing of Air Liberté staff. But the London-based carrier will also face competition from Virgin Express, the Brussels-based low-cost carrier owned by Mr Richard Branson. Virgin said: "We have written to the administrator with a proposal concerning the business. We await the response."

AOM, the domestic airline owned by Crédit Lyonnais, said it had not made an offer. It was unclear whether Nouvelles Frontières, the travel group, had confirmed its interest.

Both BA and Virgin are looking to extend their services in continental Europe ahead of the third phase of market liberalisation from April next year. Buying Air Liberté, France's best-known private sector rival to state-owned Air France, would give valuable take-off and landing slots at Orly airport, Paris. It would also lift BA's share of French domestic traffic to 22 per cent. According to BA, Air Liberté has about 12 per cent of the market, carrying 2.6m passengers in 1995.

However, last month the company fell victim to intensifying competition in the French domestic market. Air Liberté lost FF650m (£125.7m) during the first nine months of the current year, taking total debts to FF1.5bn.

Responding to the same pressures, BA recently took full control of TAT and installed Mr Marc Rochet, previously chairman of AOM.

Air Liberté has about 1,800 permanent staff. It operates seven MD83 and four Boeing 737-200 short-haul aircraft and four long-haul DC10s. Lex, Page 16

Générale des Eaux profits jump

By Richard Waters in New York

Chemin de Fer des Eaux, the French utility, property and communications group, warned of the need for fresh provisions against its property activities as it reported a more than threefold increase in net attributable first-half profits from FF722m to FF1,908m (£169.3m).

Warning lifts Deutsche Babcock stock shares in Deutsche Babcock, the troubled German plant and engineering group, fell 10.9 per cent to close at DM66.50 after the company warned that its restructuring programme would now cost DM350m (£226m) - considerably more than the DM200m forecast earlier in the year.

Deutsche Babcock, the troubled German plant and engineering group, fell 10.9 per cent to close at DM66.50 after the company warned that its restructuring programme would now cost DM350m (£226m) - considerably more than the DM200m forecast earlier in the year.

West Union up 18% at operating level West Union, the acquisitive US bank based in North Carolina, announced an 18 per cent increase in third-quarter operating profits compared with the equivalent quarter last year.

Paper price falls hit US producers US paper manufacturers continued to show the effects of sharply reduced paper prices as Bowater and Boise Cascade announced third-quarter declines. Bowater said net profits had halved from \$62.8m to \$26.6m, while Boise Cascade reported a loss of \$1.5m for the quarter, compared with profits of \$118.4m a year earlier.

Mitsukoshi surge signals retail recovery Mitsukoshi, Japan's leading department store operator, has reported its first increase in half-year sales and profits for five years. Unconsolidated pre-tax - or recurring - profit rose almost four-fold to ¥4.08bn (\$66.6m), giving an indication of a patchy but gathering recovery in Japanese consumer confidence.

Cordiant considers US unit flotation Cordiant, the UK-based advertising group which includes Saatchi & Saatchi, is considering a partial flotation of its New York corporate identity company. The group said it was "looking at a number of ways of seeing Siegel & Gale going forward", but had no plans for an outright disposal.

Strong harvest dents Chicago futures Chicago Board of Trade futures prices slid after sunny weather across much of the US grain belt speeded the US harvest over the weekend. The harvest news underscored a US Department of Agriculture report on Friday which said the US maize and soybean crops would exceed estimates.

Interim results at Premier disappoint

By Jane Martinson in London

Premier Farnell, the world's third-largest electronic component distributor, yesterday disappointed investors as it published interim results in line with expectations but gave what many regarded as scant details of merger benefits.

In London, shares in the company fell 20% to 60p. Mr Howard Poulson, chief executive, said the integration of Premier Industrial Corporation of the US into Farnell Electronics was on track.

However, a perceived lack of detail about the progress of the merger and the impact of a slower electronic components market caused concern in the market.

Premier Farnell faces pressure to appoint a heavyweight new chairman, partly to ease fears that the Wetherby-based Farnell management can cope with the takeover of a company twice its size.

Mr Poulson said yesterday that the shortlist for the job was down to two outsiders with worldwide industrial experience. He hoped to make an announcement within the coming month.

He said the group had no immediate plans to sell the "very profitable" but non-core product manufacturing businesses. At the time of the merger the group had indicated that such disposals could raise up to \$100m.

Mr Poulson said he hoped the group's split into five divisions would answer criticism of management focus.

The downturn in the components and semiconductor markets had hit prices rather than volumes, he said.

He said the acquisition, which had increased the group's presence in the higher margin catalogue business, had helped it weather this downturn.

The group is still considering the future of its low-margin volume distribution division, where it still has to appoint a chief executive.

Premier's 3% month contribution helped lift pre-tax profits to £56.1m, after a £7.7m exceptional reorganisation charge, in the six months to July 28.

Last year's profit of £71.3m was lifted by a £25.3m profit on a disposal. The profits were roughly in line with pre-exceptional expectations.

About 150 jobs were cut in the six months. No further redundancies or charges are expected.

Deutsche Bank said it had asked for the shares to be suspended at Traub's request, something it often does for smaller companies which do not deal directly with the stock exchange.

The bank declined to say how much money it was owed by Traub but, as Germany's biggest bank, it is believed to have extended substantial loans. Traub's difficulties are the latest in a string of crises at industrial companies in which Deutsche Bank either holds stakes or is a leading creditor.

These include Klöckner-Humboldt-Deutz, Metallgesellschaft and Procede. Last night, it appeared Traub might be preparing for a restructuring. It said it was confident of surviving. The company said speculation about an imminent bankruptcy was unfair and off the mark. Traub said it was optimistic it had a future.

Discussion about restructuring has been rife in recent weeks after the company admitted it had substantial liquidity problems and was in

Australian banks agree merger



St George chairman Frank Conroy unveils the deal he said offered 'critical balance sheet size' with Jim Service (second left), Advance chairman Jim Sweeney (third left), St George managing director, and John Thame, Advance managing director.

St George, the New South Wales-based regional bank yesterday launched an agreed A\$2.65bn (US\$2.1bn) bid for Advance Bank, its Sydney-based rival.

If successful, the bid would create Australia's fifth-largest commercial bank with assets of about A\$40bn.

The proposed deal is the latest in a wave of regional bank mergers and takeovers in Australia, driven by the banks' need to cut costs as institutions such as insurance companies and financial services groups enter their traditional lending territory.

Advance Bank, which is similar in size to St George, said it supported the deal and viewed the price as "fair". St George is offering A\$7.30 for each Advance share - A\$2.10 in

cash, A\$0.20 via a special cash dividend and the remainder in St George shares.

Mr Frank Conroy, St George chairman, said: "Strategically, the proposed merger achieves critical balance sheet size and offers a number of cost reduction and revenue-enhancing opportunities. In addition, our customers will benefit from access to a broader distribution network and a wider range of products."

The banks acknowledged that up to 1,000 jobs - out of a combined 7,900 - could be shed as a result of post-merger rationalisation. Between them, they have more than 600 branches, of which 167 overlap.

Mr Jim Sweeney, St George managing director, said about 16 per cent of the annual combined expenses of the two banks - or around A\$140m before tax - could be saved.

St George anticipates that the transactions will increase its earnings per share before deducting goodwill and amortisation," he said.

The Advance deal is St George's third attempt to join forces with another bank. It tried to buy the former state-owned BankSA but lost out to Advance, which acquired it for A\$730m in mid-1995. A subsequent bid for Challenge Bank was trumped by the larger Westpac, while an attempt to merge with Queensland's Metway Bank was thwarted by the Queensland state government with a rival plan for a regional financial services group based around Metway.

The Australian Competition and Consumer Commission, the competition watchdog, said it would review yesterday's deal. But previous rulings have indicated that it wants at

least one regional bank, as well as the four national banks, in each state. As St George and Advance are based in New South Wales, this condition would appear to be met.

Meanwhile, National Australia Bank, the country's largest bank and holder of 6.8 per cent stake in St George, said it had no immediate comment. There had long been speculation that NAB might bid for St George.

Mr Sweeney believed any attempt by a big bank to block the merger by taking over one of the participants would fail due to ACCC objections.

Advance Bank shares surged 57 cents - or 9 per cent - to A\$6.85 on news of the deal. However, St George, which plans a new A\$360m capital raising to help fund it, lost 40 cents to A\$3.55. The terms of the capital raising will be fixed once the deal is completed.

Traub shares suspended amid creditor talks

By Michael Lindemann in Bonn and Peter Marsh in London

The future of Traub, one of Germany's leading machine tool makers, was in doubt last night after its shares were suspended on the request of Deutsche Bank, one of its biggest creditors.

The company and creditor banks - to which Traub owes about DM300m (\$196m) - were in meetings last night and said they would make a statement about Traub's future today.

Deutsche Bank said it had asked for the shares to be suspended at Traub's request, something it often does for smaller companies which do not deal directly with the stock exchange.

The bank declined to say how much money it was owed by Traub but, as Germany's biggest bank, it is believed to have extended substantial loans. Traub's difficulties are the latest in a string of crises at industrial companies in which Deutsche Bank either holds stakes or is a leading creditor.

These include Klöckner-Humboldt-Deutz, Metallgesellschaft and Procede. Last night, it appeared Traub might be preparing for a restructuring. It said it was confident of surviving. The company said speculation about an imminent bankruptcy was unfair and off the mark. Traub said it was optimistic it had a future.

Discussion about restructuring has been rife in recent weeks after the company admitted it had substantial liquidity problems and was in

talks with potential buyers or long-term partners. Traub has talked to about 10 potential suitors, including the 600 Group, the UK's biggest machine tool company. However, the talks with the UK company were exploratory and not expected to lead to any bid for the company.

Traub, based near Stuttgart, is Germany's fourth-biggest machine tool maker and has lost money for five years in a row. Last year it had sales of DM521m. It made a first-half loss of DM16.4m.

The company's problems are symptomatic of the poor financial health of many machine tool companies in Germany - home of Europe's biggest machine tool industry, which has been hard hit by increasing international competition, weak demand and high local labour costs.

In the past year, the company's shares have fallen sharply, from DM215 in August last year to DM33 at yesterday's suspension.

Yesterday, one bank analyst in Frankfurt, who declined to be named, said: "Whatever happens to Traub after today's announcement, the company has got some hard years ahead. It is not an attractive investment, either long-term or short-term."

The company raised a small amount of money last week when it sold a 25 per cent stake in Hermle, a small machine tool maker, back to its management. However, Mr Gerhard Protze, Traub chief executive, said the proceeds were small and insufficient to solve the liquidity problems.

Table with 3 columns: Company Name, Price, Change. Includes entries for Advance Bank, Air Liberté, Alcatel, etc.

Table with 3 columns: Index Name, Value, Change. Includes entries for Nikkei 225, Dow Jones, FTSE 100, etc.

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COMPANIES AND FINANCE: EUROPE

Warning hits Deutsche Babcock stock

By Michael Lindemann in Bonn

Shares in Deutsche Babcock, the troubled German plant and engineering group, yesterday fell 10.9 per cent to close at DM46.50 after the company warned that its restructuring would cost DM350m (\$229m) - considerably more than the DM260m forecast earlier this year.

In the pipemaking division as well as higher than expected restructuring costs at Magdeburger Armaturenwerke, the east German subsidiary. This has long been one of the group's biggest loss-makers.

It also said that Deutsche Babcock Technologies, its US subsidiary, was losing money in some activities.

However, the company said the higher costs would not aggravate the liquidity problems it experienced earlier this year and it would

not be asking creditors for further funds.

Deutsche Babcock received loans worth DM600m from a group of banks and insurance companies in July after forecasting operating losses of DM300m for the financial year to September 30.

The company said that the restructuring costs were higher than expected because some activities would have to be "more radically cleaned up" than previously supposed.

While profits were expected to take a further buffeting, the company said most of the extra costs came from more aggressive depreciation, which would have only a limited effect on liquidity.

The company planned to complete the restructuring by the end of 1997 but had taken most of the charges on its 1996 accounts. "In some cases we have even made provisions for risks on some orders which may never occur," it said.

Deutsche Babcock is seen

as one of Germany's most unwieldy engineering groups, active in many areas of heavy engineering for which analysts see few prospects in Germany.

Mr Heyo Schmiedeknecht, chief executive, made several attempts to drag the company back into lasting profitability in the early 1990s, but was forced in February to announce his most sweeping restructuring to date, including the disposal of businesses with sales of DM1.6bn.

Crédit National to change statutes

By Andrew Jack in Paris

Crédit National, the French banking group, is on the verge of changing its legal statutes to save costs and bring it more into line with the country's other mainstream commercial banks.

The bank, which is merging with Banque Française de Commerce Extérieur, is formally to notify its unions at the end of this month that it intends to drop its status as a "specialist financial institution".

It plans instead to become a member of the Association of French Banks, the body which represents groups including Société Générale, Crédit Lyonnais and Banque Nationale de Paris, and therefore bring its employment policies more in line with its competitors.

The change is part of the group's strategy to make significant cost savings by abandoning a series of special privileges and payments granted to staff in the past.

The Association of French Banks has a more basic set of working conditions negotiated over the years, although many of its individual members have provided supplementary benefits to staff.

Executives refused yesterday to discuss the size of the savings involved, but they are believed to run to several percentage points of the existing wages bill, which was FF485m (\$171m) for the first half of the year.

Both Crédit National and BFCE were previously classified as specialist financial institutions, giving the state some additional powers in respect of the groups in exchange for their role in running state programmes.

Crédit National has already shed one of these extra powers: the right of the state to appoint the chairman of the group.

The shift in status is expected to take until January 1998 to complete, after allowing for legal scrutiny of the modification.

EUROPEAN NEWS DIGEST

Mediobanca hit by Ferfin charge

The move by Mediobanca, the Milan merchant bank, to acquire a 15.3 per cent controlling stake last year in Ferruzzi Finanziaria (Ferfin), the holding company of the collapsed Ferruzzi family business empire, led to an eventual outlay of L579bn (\$380m). Of this, Mediobanca was then obliged to write down L230bn in its accounts for the year ending June 30 1996.

The cost of Mediobanca's acquisition emerged yesterday as its full balance sheet was circulated in advance of its October 28 shareholders' meeting. The raid last October on Ferfin, which controlled the Montedison industrial group, followed Mediobanca's abortive efforts to form Super-Gemina - a holding intended to merge Montedison with the Gemina investment group and some of Fiat's bio-engineering companies. Having built up an initial stake of 10.7 per cent for L250bn, Mediobanca was obliged by Consob, the stock market watchdog, to make a public bid costing L242bn. The remainder of the outlay was in additional warrants for Ferfin, which has since changed its name to Compart.

Synthelabo sees full-year rise

Synthelabo, the French drugs group, said it expected a rise in full-year net income and a 10 per cent increase in sales. For the first nine months it posted sales up 10.4 per cent to FF7.59bn (\$1.465bn). In the first half, profit before taxes, minorities and assets losses rose 20 per cent from FF91.8m to FF110.5m. Six-month sales increased 10.2 per cent from FF4.94bn to FF5.12bn.

No demerger at Rhône-Poulenc

Mr Jean-René Fourtou, chairman and chief executive of Rhône-Poulenc, the French chemicals group, told La Tribune Desfossés newspaper that the board had decided against a demerger. It would concentrate the company more on pharmaceuticals.

The company would continue its FF10bn (\$1.92bn) asset sale programme, of which more than half would be realised this year. Mr Fourtou said Rhône-Poulenc should have earnings per share growth - before exceptional - of 20 per cent in 1996, 1997 and 1998 and should cut its net debt to equity ratio from 72 per cent to below 50 per cent. He also said a takeover of Sanofi, the drugs unit of Elf Aquitaine, the French oil group, made no sense.

Mr Fourtou said that while a demerger had been studied, the group's portfolio of activities was less dispersed than that of Imperial Chemical Industries, the UK group, before its demerger.

ETVA seeks buyer for port

ETVA, the struggling state-owned Greek development bank, is looking for private investors to take over extensive port facilities near Astakos in western Greece, which cost Dr15bn (\$62m) to build but have never been used. The port at Platyalii is available for development as a "free zone" which could become a container terminal and transshipment centre for goods traded between the EU, southern Europe and the Middle East. The bank has appointed Eurofin, the Greek financial consultants, to advise on privatising Platyalii.

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com.

Générale des Eaux cautions as profits leap

By David Owen in Paris

Compagnie Générale des Eaux yesterday warned of the need for fresh provisions against its property activities as it reported net attributable first-half profits up from FF224m to FF308m (\$156m).

The French utilities, property and communications group also unveiled a reorganisation of its extensive building and public works activities, announced it was looking for partners for its Générale de Santé unit, which specialises in private hospital care, and announced plans to give its fast-growing transport arm more autonomy.

Mr Jean-Marie Messier, the group's recently elevated chairman, described 1996 as "a year of transition" and

predicted that 1997 would show a marked improvement, with profits "significantly better" than the group's previous best of FF3.44bn achieved in 1994.

He said the group was also aiming next year for a reduction in its debt load of between FF10bn and FF15bn. By the end of 1996, net debt would have stabilised at FF52.5bn, against FF53.8bn on December 31, 1995.

Net profits for the whole of this year would weigh in at about FF1.8bn, against losses of FF3.7bn in 1995. They would be "strongly influenced" by exceptional items, with operating profits more than double 1995 levels at about FF3.7bn.

In the six months just ended, operating profit amounted to FF1.4bn and

the group recorded FF1.7bn of exceptional gains. Within this figure, FF3.37bn of capital gains and other exceptional benefits were offset by FF300m in restructuring charges, FF1bn of exceptional losses and provisions (mainly from the group's property and telecoms activities) and FF460m in amortisations.

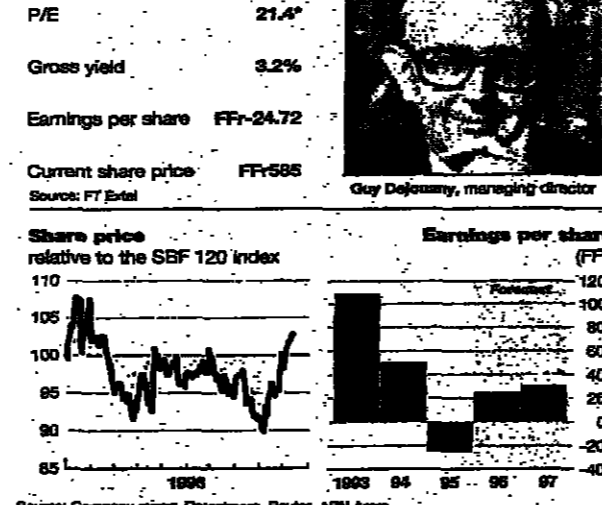
Mr Messier indicated that new exceptional charges against the group's property activities could amount to "a little more than FF3bn". The company had assumed a "pessimistic scenario" between now and 2000.

Turnover was down marginally at FF79.2bn.

Mr Messier, who aims to make Générale des Eaux the main competitor to France Télécom once the French telecoms market is liberal-

PROFILE
Générale des Eaux

Market value: \$13.89bn Main listing: Paris



ised in 1996, said the group's communications turnover could rise 65 per cent to FF7bn in 1996 and to nearly FF40bn by 2003. The company last month unveiled a strategic alliance with British Telecommunications.

KirchGroup appoints new board members

By Frederick Stüdemann in Munich

KirchGroup, the German media company, yesterday announced the appointment of two new board members in a move brought about by recent expansion in business activities and as part of a longer term restructuring strategy for the privately held company.

Mr Dieter Hahn, currently head of Deutsches Sport Fernsehen, a Kirch subsidiary, will join the main board where he will be responsible for the

sports programming rights and public relations. Mr Klaus Piette, head of Pro Sieben, the television channel in which Mr Leo Kirch's son Thomas holds a stake, will take responsibility for personnel and legal affairs. Both will start their new jobs on November 1.

"The appointments are a reflection of the growth in the group's activities. In the last year and a half we have added three new business areas: sports, digital television and programme production," said Mr

Gottfried Zneck, managing director of Kirch. Mr Zneck's own role as board member responsible for the group's digital television activities, was also confirmed yesterday.

Mr Zneck confirmed reports in the German media that Kirch was thinking about a longer term reorganisation of the group's ownership structure. But he said reports that Mr Kirch planned to transfer ownership of the company to a foundation with operational control resting with a holding company, which might be

publicly quoted, was "speculation".

The news that a restructuring was being considered is an indication that the reclusive Mr Kirch, who will be 70 next week, is making plans for the time when he is no longer in operational control of his company.

The idea of establishing a foundation is not a new one in the German media industry. Ironically, it was the preferred choice of restructuring for Mr Reinhard Mohr, the former sole proprietor of the Bertelsmann media group, which is Kirch's main rival.

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New Issue

September 1996



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**Biggest
ca hit
charge**

Italian merchant bank, holding stake last year in holding company of business empire, led to an acquisition emerged years ago. The raid last October Montedison industrial efforts to form group and some of Fiat's built up an industrial empire. Mediocredito was ordered to make a package of the outfit, which has since changed. Robert Graham, Jr.

full-year rise

group, said it expects a 10 per cent increase in the first half, profit before tax rose 20 per cent. Credit sales increased by 12 per cent.

Rhône-Poulenc

and chief executive of the group, told the board that the board had decided to concentrate the company's efforts on the FTSE 100. Rhône-Poulenc said it had more than half a billion in assets. Rhône-Poulenc said it had more than half a billion in assets. Rhône-Poulenc said it had more than half a billion in assets.

Buyer for port

group, said it expects a 10 per cent increase in the first half, profit before tax rose 20 per cent. Credit sales increased by 12 per cent.

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COMPANIES AND FINANCE: INT'L

Gengold posts fifth successive rise in profit

By Mark Ashurst in Johannesburg

Gengold, the gold mining arm of South Africa's Genor group, yesterday opened the quarterly reporting season for gold groups by announcing its fifth consecutive quarterly rise in after-tax profits.

The group, which is seeking shareholder approval to separate into two autonomous mining companies, reported third-quarter net income of R57.4m (\$12.6m), a 1.6 per cent increase over the previous three months.

Increased gold output and a buoyant gold price, helped by the weaker rand, compensated for increases in the wage bill and a higher tax charge. Analysts said the results were in line with expectations.

The average gold price received increased 2.8 per cent in the quarter to R54,400/kg, which compares with a 10 per cent rise in the previous quarter. Operating income rose 3.5 per cent, compared with 16 per cent in the previous period.

Mr Tom Dale, managing director, said the results did not reflect progress made in the group's restructuring. New training schemes, designed to improve working practices, had raised produc-

tivity, he told analysts. The financial benefits would come through next year.

Working costs at flagship mines Beatrix and Kinross increased 10 per cent, which managers said was due largely to a 9 per cent rise in wages. Analysts described the increase as "the price of industrial peace", which was critical to the group's restructuring programme.

Kinross, which returned to profitability in the March 1996 quarter, incurred a tax charge of R4.2m, compared with R113,000 in the June quarter. Net income almost halved from R21.9m to R10.9m and the mine failed to achieve its production target of 1,000kg a month, in spite of sustained capital investment. "We are not going to persevere for ever. If we don't get production to that level, we are going to downsize permanently," Mr Dale said.

Beatrix reported a 9 per cent rise in net income from R34.4m last time to R37.4m. The mine lost about R4m from the bottom line as a result of the hedging programme, which would not be extended. The hedged price was R49,370/kg, compared with an actual price of R54,920. The group had achieved a combined price of R53,364/kg.

EUROPEAN NEWS DIGEST

Winterthur set for China licence

Winterthur Insurance, the Swiss insurer, appears to have won the race to become the first European company to be allowed to sell insurance in China. It announced yesterday it had been invited by the People's Bank of China, which is responsible for vetting licence applications, to apply for a licence. Winterthur indicated the competent Chinese authorities had taken the decision in principle to allow it to open a local business.

Several leading European insurers, including Zurich Insurance, Winterthur's bigger Swiss rival, are known to be interested in operating in China. More than 80 foreign insurance companies are waiting for licences. AIA, a subsidiary of AIG, the US insurer, and Tokio Fire and Marine, are the only two foreign insurers operating in China. *William Hall, Zurich*

Dresdner hints at 'direct' plan

Mr Jürgen Sarrazin, chairman of Dresdner Bank, has hinted strongly that Dresdner would soon open its own direct bank, following other big German banks. In an interview with CNBC Europe television, he said the move would take place "in the foreseeable future".

He also repeated his expectation that operating profits this year would grow at least 10 per cent, despite slowing in the third quarter. Profits would show a "marked increase" with double-digit growth at the end of the year. Operating profits were 44 per cent higher in the first half at DM1.42bn (\$928m); last year, they rose 22 per cent to DM1.98bn. *Andrew Fisher, Frankfurt*

Gold Fields slides in quarter

Gold Fields, the South African mining group most troubled by industrial unrest, announced a 25 per cent fall in pre-tax profits to R315m (\$69m) for the quarter to September. A one-month stoppage caused gold production to fall from 23,021kg to 21,172kg. A higher average gold price, and a 37 per cent fall in the tax bill to R41m, failed to offset the decrease. Mr Alan Munro, executive director, said relations between Gold Fields and the National Union of Mineworkers were improving, although they had failed to negotiate a productivity-linked wage offer. *Mark Ashurst, Johannesburg*

Raisio set to spread its wings

Raw material shortage may hit production of magic margarine

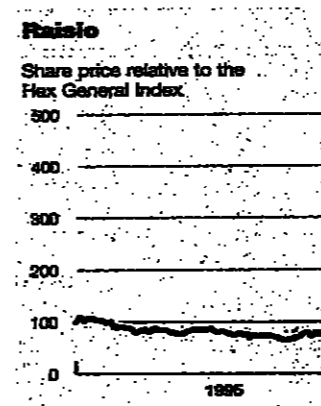
This is set to be a testing week for Raisio, the Finnish phenomenon which has been one of the world's most spectacular stocks this year due to the company's invention of a miracle margarine that cuts cholesterol intake.

In meetings with analysts and journalists in Helsinki and London today and tomorrow Raisio says it will reveal some details of how it plans to transform the margarine, called Benecol, from a promising but small volume product into the worldwide, health-fad blockbuster that many foreign investors believe it can become.

As the company will simultaneously announce interim results which are expected to show weakening performance by its traditional foods, animal feed and chemicals businesses, Raisio will be hard pressed to sustain the extraordinary expectations which have so rapidly built up around it.

Already, some of the air has leaked out of the Raisio bubble. Its listed shares rocketed from less than FM62 at the turn of the year to a high of FM339.90 in early September. This took the market capitalisation of the company, which has annual turnover of just over FM3bn (\$655m), to approaching FM5bn. Foreign ownership has jumped from virtually nothing to more than 40 per cent of the capital.

But in the past month, the shares have slipped to the FM260 level. Investors seem to have realised the enormous task facing Raisio, a farmer-controlled company with limited experience outside Finland, in making the leap from ingenious invention to international success. In particular, Raisio must answer one crucial question: how to secure more supplies of stanol ester, the vital raw



Source: Datastream

material for Benecol. To date it has only enough of this ingredient, which limits the cholesterol absorbed by the body, to supply a fraction of the relatively small Finnish market.

"They might get the raw material they need," says Mr Ben Wärn, an analyst at Eskild Securities in London who has followed Raisio for years. "The question is how many years it will take. My feeling is the share price has gone way beyond all fundamental valuations."

No-one doubts Benecol is an exciting product. Trials have shown that eating as little Benecol a day as the amount spread on two slices of bread reduces the risk of heart attack by up to one third. In Finland - the only place Benecol is available to date - the magic margarine fetches six times the price of regular spreads.

Stanol ester is derived from plant sterols which have long been known to have cholesterol-inhibiting qualities. Raisio's breakthrough - by its chemist Mr Ingemar Wester - was to make the stanol ester. It is soluble in fat and thus can be introduced into fatty food products without upsetting other qualities of the foods.

are under way with several different companies on establishing volume stanol ester extraction. But he acknowledges that getting Benecol - or other products containing stanol ester - to international markets has to be done carefully.

"We cannot just jump there," he says. "We have to be sure that when we enter a market we can meet the consumer demand. We can't afford a situation (of short supply) as we have had in Finland in any other market. At the moment the raw material bottleneck is our major concern."

There are other hurdles Raisio must overcome. Although approved by the health authorities in Finland, the company will have to win approval for Benecol - or any other product from stanol ester - from other national authorities.

Then there is the issue of distribution and marketing. Raisio may seek partnerships with big international food groups or spin off Benecol from the rest of Raisio's businesses. But changes in the structure of the group - and any change in ownership - would be complicated because Raisio is controlled by hundreds of farmers who hold the voting K shares. Only Finnish farmers can hold K shares - and no party can exercise more than one eighth of the votes at a shareholders' meeting.

Mr Tor Bergman, one of Raisio's top management team, says there is no immediate intention to restructure the group.

But he is anxious to distance the company from the more fevered expectations of investors. "The company itself has not created these expectations," he says.

Hugh Carnegie

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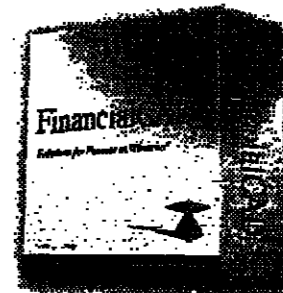
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COMPANIES AND FINANCE: THE AMERICAS

First Union up 18% at operating level

By John Authers in New York
First Union, the acquisitive North Carolina-based bank, yesterday announced an 18 per cent increase in third-quarter operating profits compared with the equivalent quarter last year.

reduced net profits after tax to \$357m, compared with \$381m a year earlier.
Increases in fee-based income from capital markets operations and fund management underpinned the growth in operating earnings, rising by 28 per cent, while net interest income from the bank's traditional lending activities rose only 6 per cent.

fourth-quarter acquisition of Keystone, an independent Boston-based fund manager.
On capital markets, where First Union has deliberately concentrated on medium-sized companies to avoid competing with the large New York investment banks, fee income increased 52 per cent from the third quarter of last year.

ings of 76 cents per share.
This showed that Norwest's bottom line revenue growth was still superior to the rest of the industry, according to Mr Michael Mayo, banking analyst with Lehman Brothers.

It took a lower charge for the bail-out than most banks, equivalent to 3 cents per share, making net earnings of 76 cents per share.

Tax charge behind decline at Hughes

By Christopher Parkes in Los Angeles
Hughes Electronics yesterday blamed higher taxes for a slight dip in third-quarter earnings, and reported increased revenues in all three operating divisions.

Despite the slip in earnings per share from 64 cents to 63 cents, the General Motors subsidiary exceeded most analysts' forecasts, and, as one said, the 11 per cent rise in sales to \$3.8bn showed Hughes was still on the growth track.

Earnings slide at Bowater, Boise Cascade

US paper manufacturers continued to bear the brunt of sharply lower paper prices yesterday, as two more companies announced profit falls in the third quarter. However, they continued to make optimistic predictions for demand.

had been hurt by the erosion of paper prices.
Sales for the year to date are down on the same nine months last year, from \$1.45bn to \$1.36bn.

coated publication paper business to Mead, which is based in Indiana, as part of a restructuring.

The sector had been damaged by increasing capacity from Indonesia, where producers were aggressively competing on price, Mr Wilde said.

Shares in both Boise Cascade and Bowater remained broadly unchanged in morning trading in New York.

Californian utilities agree merger deal

Two leading southern California energy utilities have agreed to merge in a share exchange that will create a gas and electricity group with a market valuation of \$5.2bn.

move would generate cost savings of \$1.2bn over the next 10 years.
Both companies' boards have agreed, and are now seeking regulatory approval in order to complete the merger by the end of next year.

Rite Aid, the US drug store chain, yesterday announced plans to consolidate its number one position by buying Thrifty PayLess, the biggest drug store chain in the western US.

Rite Aid expands with \$1.34bn deal

Thrift PayLess was formed in 1994 when Leonard Green & Partners, the Los Angeles based buy-out firm that had acquired the Thrifty chain two years earlier, bought the PayLess chain from Kmart.

After a \$117.8m recapitalisation charge, Thrifty PayLess made net losses of \$93.7m, or \$2.23 a share, in the nine months to June; but analysts saw earnings per share of \$1.04 in the year to next September.

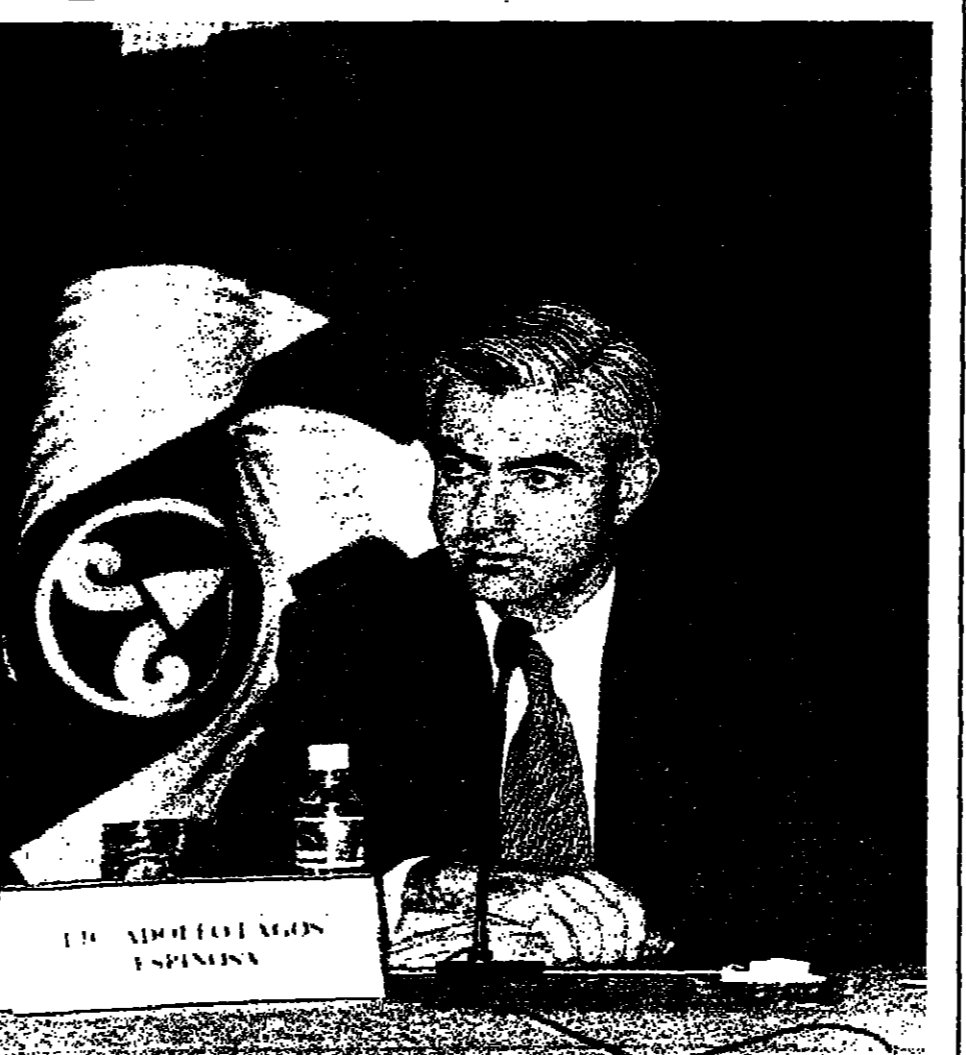
Serfin pulls out all the stops on debt collection

The Mexican bank is redoubling its efforts to deal with risk assessment and problem loans

After the euphoria of privatisation, the dizzy expansion of credit in the early 1990s, and the shock of Mexico's banking crash last year, it is perhaps not surprising that Serfin, Mexico's third-largest bank, is rediscovering the virtues of old-fashioned banking as it pulls back from the brink of insolvency.

growth in the economy. Banks also lent to their shareholders, accepting overvalued bank shares as collateral. "This was a sin," Mr Peregrina says.

business manuals on his desk, including a hefty tome called "Reinventing Banking". Part of his reinvention of Serfin includes the creation of a "bad bank" within the bank, which some insiders call "the black hole", to isolate some of Serfin's largest and most complex credit problems.



Adolfo Lagos: determined to ensure past mistakes are not repeated

received for 90 days.
The new accounting practices are expected to show a sharp increase in the number of mortgages in default.

as exporters," Mr Lagos says, even when the margins in trade finance have become wafer-thin.

AMERICAS NEWS DIGEST

Moody's upbeat on US corporate debt

Moody's, the US credit rating agency, yesterday unveiled statistics which suggest that the US corporate sector is in its healthiest condition for 20 years.
The figures offset the concerns of some analysts that Wall Street is overvalued and help explain why the Dow Jones Industrial Average, which passed 6,000 in early trading yesterday, has gone from strength to strength.

Travelers advances 25%

Travelers, the US financial services conglomerate, yesterday posted third-quarter net profits of \$591.8m, a 25 per cent increase on the comparable period last year.

Cisco in \$79m software buy

Cisco Systems, the leading data networking equipment manufacturer, plans to acquire Netsys Technologies, a privately-held network management software company, in a stock deal valued at \$79m.

Kodak to form new unit

Eastman Kodak, the US photographic group, plans to form a new business unit aimed at the entertainment industry, which it called "a market opportunity without boundaries".

Fogade to sell Isla Bonita stake

Fogade, the Venezuelan state deposits guarantee fund, is to sell its 15 per cent share in the five-star Isla Bonita tourist complex on Margarita Island for a base price of \$1.8m.

H&R Block names new chief

H&R Block, the tax and financial information services company, has named Mr Frank Salizzoni as president and chief executive. Mr Salizzoni has been acting president and chief executive since June, replacing Mr Richard Brown, who became chief executive of Cable and Wireless, the UK-based telecoms group, on July 1.

COMPANIES AND FINANCE: ASIA-PACIFIC

ASIA-PACIFIC NEWS DIGEST

CSR warns of fall in interim profits

CSR, the Australian building materials, aluminium and sugar group, warned yesterday that interim profits for the six months to end-September were likely to be about 20 per cent down on the corresponding period a year ago. "Unless trading conditions improve, this trend will continue for the full year," it said.

CSR said that if the first forecast proved correct, the interim dividend would be cut by 2 cents to 12 cents a share. If there were no sign of improvement in full-year profitability, a reduction in the final payout would also be likely. In the last full year, the Sydney-based group made an after-tax profit, including abnormal items, of A\$330.8m (US\$361.6m), down 16 per cent on the previous year, with A\$204.1m coming in the first half. The company blamed the gloomy outlook on continued low volumes and "intense price competition" in Australia's building products market, although it stressed that its US operations were making record profits.

Foster's sees improvement

Foster's Brewing, the Melbourne-based drinks group, told shareholders yesterday it was looking for higher net profits in the current year, in spite of higher interest charges and tax charges. "I don't think there's any reason why we won't [better 1995-96], but it will be a tough task, Mr John Ralph, Foster's new chairman, said at the annual meeting.

Mr Ralph said the company was still looking at acquisition opportunities, including in the Asian region. It also expected its loss-making Chinese breweries to become profitable before the end of the decade. "We expect to be in profits by 1999, which will be six years from when it started," Mr Ralph said. He said after the meeting Foster's was still reviewing its civil court action against Mr John Elliott, the Melbourne-based businessman who ran the company in the late-1980s. Mr Elliott, and two former colleagues, were acquitted in an associated criminal case in August. *Nikkei Asia*

Surge at Mitsukoshi signals retailer recovery

By Gwen Robinson in Tokyo

Mitsukoshi, Japan's leading department store operator, has reported its first increase in five years of half-year sales and profits. The improvement is a fresh indicator of a patchy but gathering recovery in Japanese consumer confidence.

wether of the health of Japan's vast retail sector, reported an almost four-fold increase in unconsolidated pre-tax - or recurring - profit to Y4.08bn (\$36.5m) for the March-August half compared with the same period last year.

Net profit rose to Y2.46bn in the six-month period, from Y587m in the 1995 first half. Sales rose 2.8 per cent to Y380.04bn from Y369.81bn.

Per-share earnings soared to Y5.11 from Y1.23. The company will skip an interim dividend, but said it would offer a final payout of Y6.

Mitsukoshi attributed the better-than-expected performance to recent cost-cutting measures including the merging of operations and transfer of the company's entire distribution system to a subsidiary, and low interest rates. Mitsukoshi has

also promoted its membership sales strategy, which focuses on a credit card that offers special benefits for members.

The company also cited the successful launch of a clothing store in Osaka aimed at professional women, and strong sales of imported women's brand apparel, miscellaneous goods and small personal products.

For the full 1996 business year, Mitsukoshi forecasts growth in pre-tax profits to Y9.30bn from Y6.57bn, on estimated sales of Y770bn, up from Y766.58bn in 1995. Net profit is expected to grow 52.2 per cent to Y3.2bn.

Retail analysts say Mitsukoshi's strong performance could indicate a revival in consumer spending, and several leading securities houses have forecast a modest year-on-year increase of

2.5-3 per cent for September monthly sales figures of Tokyo department stores, due out this week. Household expenditures are also expected to stop falling, although figures for August showed a 1 per cent year-on-year decline. In spite of signs of recovery, Mitsukoshi said department store sales for the near-term would most likely continue to lack vigour.

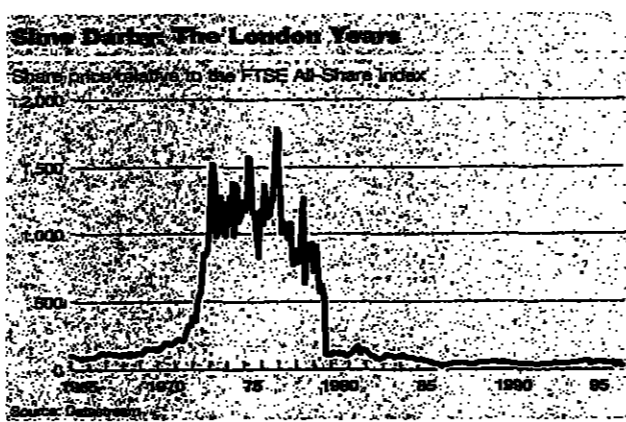
Sime Darby delists from London exchange

By James Kynge in Kuala Lumpur

Sime Darby, Malaysia's largest conglomerate, is to delist its shares from the London Stock Exchange from the close of business today. It says the cost of maintaining a London listing outweighs the gains.

The company said in a circular to shareholders yesterday that the development of Malaysia's stock market, the Kuala Lumpur Stock Exchange (KLSE), as a global capital market had reduced the need for an overseas listing.

In addition, the expense of keeping a listing on the London exchange and on the



branch register of shareholders in the UK was not justified by the lacklustre trading in Sime Darby's shares there, the company said.

On August 31, there were 2,959 Sime Darby shareholders in London who owned a total 20,752,118 shares, or 0.9 per cent of the company's issued and paid-up capital.

Existing shareholders in London will be issued with

replacement certificates for an equivalent value of shares in Sime Darby on the KLSE, the company said.

Although Sime Darby has subsidiaries in the UK and other parts of Europe, most of its business is done in the Asia-Pacific region.

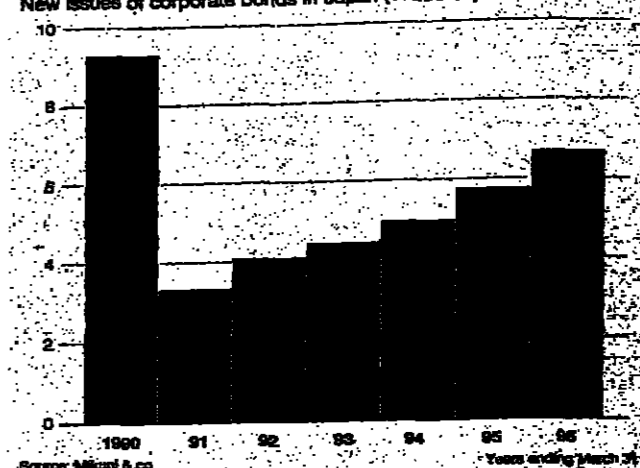
Brokerage house analysts said the delisting from London was part of the conglomerate's efforts to focus increasingly on the booming Asian region.

Japanese go straight to markets to raise cash

Corporations are shunning banks and turning to bond and equity issues

Back to bonds

New issues of corporate bonds in Japan (¥ '000 bn)



Source: Daiwa Securities
Combined lending of Japan's 10 main commercial banks Apr-Sep 1995: ¥213,850bn (down 1.3% on 1994)
New listings Jan-Sep 1995: 35 companies approved (32 listings in 1994)
Source: Bankers Association of Japan, TSE

Japanese companies seeking funds are increasingly shunning bank loans and fuelling a boom in direct corporate fundraising through bond issues and market listings.

Although low interest rates should make bank lending attractive, the relaxation of regulations governing bond issues has encouraged use of a potentially more lucrative source of funds for companies. In addition, this method enables them to sidestep the tighter criteria banks have imposed for loans following the collapse of the bubble economy of the 1980s.

Companies in Japan issued a record ¥6,950bn (\$62.3bn) of corporate bonds in the domestic market in the nine months to the end of September, with ¥4,500bn of the total in domestic straight bonds, according to the Bond Underwriters Association of Japan. Analysts have predicted that the amount of domestic straight bonds will rise to ¥8,000bn for the whole of 1996, nearly 20 per cent more than 1995's total of ¥5,046bn.

The figures contrast starkly with the downward slide in bank lending. Outstanding loans by Japan's top 10 banks fell 1.3 per cent in the six months to September from the previous half-year, according to the Federation of Bankers' Associations of Japan. The combined lending balance of the 10 banks stood at ¥213,850bn on September 31.

Corporate bonds with strong credit ratings currently yield only around 0.1 percentage point above 10-year Japanese government bonds, which rose 0.4 percentage points to 2.8 per cent on Monday. With the finance ministry considering further relaxation of restrictions on corporate bond issuance, there are strong expectations among bond fund managers at leading asset management firms that prices of corporate bonds will come down in the mid-term.

However, the growing pace of corporate bond issuance and stock listings has generated concerns in some investor circles of oversupply. This is particularly the case in the stock market, where trading volume has dropped to anaemic levels - even as the latest relaxation of criteria is expected to lure more companies to apply for listings in the next few years. Volume on the TSE yesterday dropped to the year's low of 187m shares.

The growing pace of corporate bond issuance and stock listings has caused concerns in some investor circles of oversupply



Trading up: Tokyo exchange drawing more new listings

speculative bubble economy era.

Furthermore, 46 per cent of all financing for the 1,600 or so companies listed on the TSE last year came directly from capital markets, up from 24 per cent in 1974, according to Daiwa Securities.

Feeding the growing enthusiasm for direct fundraising are regional financial institutions, which are stepping up bond purchases for fund management, and individual investors, who are showing their disappointment with continued low rates on bank deposits.

With every indication that the Bank of Japan will keep the discount rate at an all-time low of 0.5 per cent, and that inflation will remain subdued, companies are likely to continue issuing corporate bonds for the time being, analysts say.

Deregulation by the finance ministry, which eased requirements to attach collateral to domestic corporate bonds, also encouraged more issuance, according to the Bond Underwriters Association. As corporate bonds tend to be unsecured, they enable companies to put their assets to other uses.

Although yields on corporate bonds have remained low, Japanese companies have never found it easier to issue and invest in bonds, says Mr Marshall Gittler, analyst with Merrill Lynch.

Analysts are divided about the ultimate impact of such fundraising zeal on the equity and bond markets. "A surplus supply of shares should theoretically lead to a decrease in stock prices. But newly-listed stocks don't necessarily cause harm to the market and can even stimulate new investments," said Mr Hideaki Akimoto, strategist at the Daiwa Institute of Research.

"More and more companies are turning to the market, especially the over-the-counter market. I don't think these new shares are excessive because, in terms of demand and supply, there's still plenty of cash in the market," said Mr Minoru Tayama, equities analyst with James Capel.

However, while companies would appear to favour corporate bond issuance over the equity market for the time being, equities are likely to pick up pace next year, thanks partly to further planned deregulation of the asset management field, notes Mr Makoto Suzuki of Daiwa Research Institute.

From next year, regulations which govern fund management - including a 50 per cent limit on the amount of funds that can be held in equities - will be relaxed, enabling life insurance, trust banks, and investment management companies to purchase a higher proportion of equities.

This move will bring Japan more in line with asset management industries around the world, and is ultimately bound to reinvigorate the equity market, Mr Suzuki said.

"For now, and into next year, corporate straight bond issuances are likely to continue increasing, partly because the equity market is not performing particularly well, and because the cost of debt is still very low, with indications that the Bank of Japan will hold the discount rate for this year and into next year," Mr Suzuki said.

IBJ cuts rates, Page 6

Gwen Robinson

This announcement appears as a matter of record only.

COMPLEJO SIDERURGICO DE GUAYANA, C.A. (COMSIGUA)

U.S.\$172,300,000

Project financing for a one-million metric tons p.a. hot briquetted iron plant in Venezuela

Sponsors

- Kobe Steel, Ltd.
- Hanbo Steel Company, Ltd.
- Marubeni Corporation
- Mitsui & Co., Ltd.
- CVG Ferrominera Orinoco, C.A.
- Tubos de Acero de Mexico S.A.
- Nissho Iwai Corporation

Arranged by

International Finance Corporation

Co-Arranged by

Crédit Lyonnais

Co-Arranged by

The Sanwa Bank Limited (IFC B Loan)

U.S.\$96,000,000
Term Loan

U.S.\$66,300,000
Export Loan

U.S.\$35,000,000

Provided by
International Finance Corporation

Guaranteed by
The Export-Import Bank of the United States

U.S.\$61,000,000

Provided through participations in the IFC Loan by
Lead Managers

Provided by
Lead Managers

- Banque Nationale de Paris
- Crédit Lyonnais
- The Dai-Ichi Kangyo Bank Ltd.
- The Industrial Bank of Japan, Limited
- The Sakura Bank, Limited
- The Sanwa Bank Limited

- Banque Nationale de Paris
- Crédit Lyonnais
- The Dai-Ichi Kangyo Bank Ltd.
- The Industrial Bank of Japan, Limited
- The Sakura Bank, Limited
- The Sanwa Bank Limited

Managers

- Société Générale
- New York Branch
- Credit Suisse
- Dresdner Bank AG

- Société Générale
- New York Branch
- Credit Suisse
- Dresdner Bank AG

- The Long-Term Credit Bank of Japan, Limited
- The Mitsubishi Trust and Banking Corporation
- The Sumitomo Bank, Limited

- The Long-Term Credit Bank of Japan, Limited
- The Mitsubishi Trust and Banking Corporation
- The Sumitomo Bank, Limited

Co-Managers

- ABN AMRO Bank N.V.
- Banque et Caisse d'Epargne de l'Etat
- Luxembourg
- ING Bank
- The Mitsui Trust and Banking Company, Limited
- New York Branch

Co-Managers

- ABN AMRO Bank N.V.
- Banque et Caisse d'Epargne de l'Etat
- Luxembourg
- ING Bank
- The Mitsui Trust and Banking Company, Limited
- New York Branch

Agent

The Sakura Bank, Limited

Agent

Crédit Lyonnais
New York Branch

Account Collateral Agent

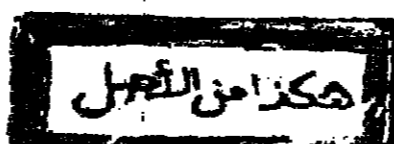
The Dai-Ichi Kangyo Trust Company of New York

Collateral Agent

Bankers' Trust Company

U.S.\$10,000,000
Preferred Equity

Provided by
International Finance Corporation



COMPANIES AND FINANCE: UK

Blenheim fate in the balance

By Mohan Rich in London and David Owen in Paris

The fate of Blenheim, the exhibitions organiser, hung in the balance last night as it emerged that Compagnie Générale des Eaux, the French water utility, had provided United News & Media with an opportunity to buy its 15 per cent stake in Blenheim.

The news came as the market braced for VNU, the Dutch publishing and information services group, to move in the market again to buy a further 10 per cent of Blenheim following its dawn raid last week, when it swooped on a 14.99 per cent stake.

Under takeover code rules it is allowed to raise its holding today. This raises the prospect of a takeover battle between United and VNU, which said last week it reserved the right to bid for Blenheim "in the event of a full offer by a third party".

Reed Elsevier, the Anglo-Dutch publishing and information group, emerged as another contender for control of the exhibitions organiser. Talks between Blenheim, United and Reed are believed to have faltered on price, although the three have maintained informal contact since the summer. It is widely thought Blenheim is seeking a bid valuing the company at £500m or above.

Cordiant may float US Internet unit

By Jane Martinson

Cordiant, the advertising group which includes Saatchi & Saatchi, is considering a partial float of its New York corporate identity company.

1994, are estimated at about \$40m (£25.6m) for last year and profits of about \$8m. The group does not separate the accounts of its non-mainstream activities.

KS Biomedix signs Swiss licence deal

By Justin Marozzi

KS Biomedix shares jumped 6p to 101½p yesterday, as the Aim-listed biotechnology group announced a licensing deal with Hoffman-La Roche to develop a specific antibody for the Swiss pharmaceuticals company.

Particular cells. Biomedix believes it is the only group worldwide to be using sheep rather than mice for its monoclonal antibody technology. Using sheep, it claims, makes the antibodies "stickier" so that they can bind more effectively to the target cell.

Company	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (£)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Allied London	252	(25.1)	9.16	6.5	(11.2)	2.82	Jan 2	4
Braxatorp	5 mths to June 30	0.02	(0.03)	0.51	(1.1)	0.45	Dec 8	0.4
Five Oiler Inc	Yr to June 30	8.57	(5.1)	2.06	(2.3)	8	Dec 6	5.5
Holthead (James)	Yr to June 30	77.8	(72.7)	10.8	(10.3)	25.51	Dec 6	9.25
Highland Dist	Yr to Aug 31	184.8	(180.6)	37.1	(42.9)	20.7	Jan 9	6
Waste Management	9 mths to Sep 30	916.8	(875.8)	118.1	(111.8)	19.4	-	8.3

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. □ Rental income. † After exceptional charge. ‡ After exceptional credit. †† Increased capital. ‡†† Aim stock.

Anticipation is the basis of opportunity.

Unique insights stem from unique knowledge. Knowledge that often comes from long-term, committed relationships. This was the case with Bankers Trust and Teléfonos de México, S.A. de C.V. (Telmex), Mexico's premier telecommunications provider. It was our relationship that allowed us to uncover a market opportunity that no one else could anticipate. Our extensive structured finance expertise, our insight into the international capital markets and an understanding of our client's objectives enabled us to creatively structure this deal. The combination of the investment grade rating, short-term maturity and desirable yield made the securitization very attractive to a large group of investors. So attractive, in fact, that although the transaction was initially sized at \$200 million, market appetite was so strong that it allowed Telmex to increase the size of the financing to \$280 million. We welcome the opportunity to discuss how we can develop equally innovative solutions to your financial challenges.

A Bankers Trust
Architects of Value

CNP 1996 first half figures

In an economy where short term interest rates plummeted and mutual funds were heavily taxed, the first half of 1996 was marked by substantial transfers of savings to long term investments such as life insurance.

Premiums for the entire life insurance market in France are estimated at FF 276 billion for the first half of 1996.

CNP reaffirms its position as the leading life insurer in France

Against this background, CNP's premiums soared to FF 53.3 billion for the first half of 1996, up 34.6% on the figures for the same period last year.

This significant growth was mainly boosted by individual insurance (43.1%) while premiums for group insurance remained stable compared to the first half of 1995.

Consolidated Group net profit rose to FF 741.3 million, up 4.3% on figures for the first half of 1995.

	1st half 1996	1st half 1995	Growth
Premiums (FF billion)	53.3	39.6	+34.6%
Managed assets (FF billion)	386.2	313.2	+27%
Net profit (Group share) (FF million)	741.3	710.6	+4.3%

CNP sets up a new organization

CNP's performance is built on a clear strategy based on:

- specialization on a single core activity: life insurance in France and abroad,
- sturdy, lasting partnerships with major institutions,
- permanent innovation made possible by the ability to rapidly anticipate the needs of policyholders.

In order to provide its customers with optimum service, CNP has set up a new organization that is perfectly consistent with its strategy.

The creation of a special customer service division for policyholders is an illustration of this commitment.

CNP, VIVEZ BIEN ASSURÉ

BOUYGUES

FIRST HALF RESULTS

In the first half of 1996, the Bouygues Group maintained a high level of turnover globally. The decline in our construction and roadbuilding businesses in France has been largely offset by the increased activity of the construction and roadworks sectors abroad as well as expansion in our three main areas of diversification: communication, management of public utilities and telecommunications.

CONDENSED PROFIT AND LOSS ACCOUNT (FF million)	1st half 1996	1st half 1995	Year 1995
Total Group turnover (including Saar)	28,107	33,486	82,068
Consolidated turnover	34,153	34,190	73,842
Operating profit	1,55	1,005	909
Net financial result	(174)	(223)	(675)
Net exceptional items and employee profit sharing	267	61	(1,479)
Income tax	(265)	(503)	(678)
Share in profit of companies accounted for by the equity method	75	19	81
Net profit/loss before goodwill amortization	58	349	(2,142)
Goodwill amortization	(93)	(93)	(189)
Minority share of profit	(111)	(189)	(582)
CONSOLIDATED NET PROFIT/LOSS ATTRIBUTABLE TO THE GROUP	(148)	97	(2,912)
of which roadworks companies	(415)	(207)	315
telecommunications	(60)	-	(13)

The drop in first half profit reflects a substantial increase in exceptional losses of the roadworks companies. However, these companies are expected to post full year profits in line with those recorded last year.

There are a number of reasons for the exceptionally high losses suffered by the roadbuilding companies in the first half of 1996. In France, the government and local authorities were behind in allocating their budgets. In the United States and Northern Europe, the winter was particularly harsh. Lastly, the Colas Group acquired several European roadbuilding companies whose half-year losses have been added to those of the companies already consolidated.

In addition to the roadbuilding companies' half-year losses, the Bouygues Group has also had to take into account accounting losses of FF 50 million related to the launch of its telecommunications business.

With the exception of the Roadbuilding companies and telecommunications, the profits for the first half of 1996 are expected to be FF 329 million, up 6% on the same period last year.

As predicted, the Property Division returned to profit in the first half of 1996.

DISINVESTMENT PROGRAMME

The most significant programme implemented at the start of the year was the sale of Bouygues' engineering and construction activities in the United States. The sale price of the first half of 1996, Bouygues' recorded a 55 million in contribution to the business.

Other divestment programmes are underway in other areas of the group.

1996 PROSPECTS

Construction activities, especially in the residential and public utility and communication sectors, remain stable.

CONDENSED PROFIT AND LOSS ACCOUNT (FF million)	1996 (H1)	1995 (H1)	1995 (Y)
Operating profit	1,55	1,005	909
Net financial result	(174)	(223)	(675)
Net exceptional items and employee profit sharing	267	61	(1,479)
Income tax	(265)	(503)	(678)
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I - INTERIM RESULTS

The Havas Board of Directors, meeting on October 10, 1996 under the chairmanship of Mr. Pierre Dauter, adopted financial statements for the first half of 1996.

(FF millions)	First-half 1996	First-half 1995 pro forma	Change %	Change % with comparable accounting methods	Full-year 1995
Revenues	23,781	21,897	+ 8.6	+ 8.9	44,626
Operating income	443	304	+ 12.1	+ 5.2	1,565
Pre-tax income	828	878	- 5.7	- 1.5	2,213
Non-operating income before taxes	192	115	+ 67.0		10
Consolidated net income	599	611	- 2.0		1,421
Net income, group share after amortization of goodwill on acquisitions	413	406	+ 1.7		886
Net income, group share before amortization of goodwill on acquisitions	517	512	+ 1.0	+ 5.7	1,112
Investments	1,240	849*	+ 46		8,599
Net cash	1,812	1,498*	+ 21		982

Havas group consolidated revenues to June 30, 1996 totalled FF23.8 billion, a rise of 8.6% on pro forma revenues for the same period of last year, which take into account on a retroactive basis the press and publishing assets contributed by Générale Occidentale. The rise was 8.9% when revenues are restated for changes in methods for recording sales at Havas Media Communication.

Revenue growth was 4.8% at constant structure and exchange rates. Main changes in the scope of consolidation came in leisure, with the inclusion of the Macva-Latinides group as well as business contributed by American Express to the Havas Voyages American Express venture as of January 1, 1996.

Growth in revenues at comparable structure reflects satisfactory business levels for group subsidiaries in the advertising sector, including local media, trade press, advertising representation for the audiovisual industry, as well as travel and leisure. In contrast, book publishing business proved slack.

Operating income of fully-consolidated companies declined 5.1% with comparable accounting methods, to stand at FF443 million. Changes in methods for recording revenues at Havas Media Communication had a negative impact of FF37 million in the first half but will not affect full-year results. The decline in operating income with comparable accounting methods results from lower contractual rates of remuneration on intermediation services in Germany and slacker trends in publishing, although these were partly offset by gains in local media (outdoor) and tourism.

Pre-tax income remained practically unchanged with comparable accounting methods, at FF828 million. Pre-tax income of fully consolidated companies was down to FF489 million compared with FF555 million for the same period of last year, reflecting the decline in operating income. Pre-tax income of companies accounted for by the equity method edged up from FF233 million to FF339 million, due in particular to the good performances of Canal+ in the first half of 1996.

Non-operating income before taxes came to FF192 million compared with FF115 million in the same period of 1995. This amount included in particular:

- a capital gain of FF219 million realized by Havas Intermediation on the sale of 50% of its interest in Capital Radio in the UK.
- FF163 million representing Havas's share in capital gains realized by CLT on the sale of 50% of T&Astar and CLT's former headquarters, a charge of FF139 million representing Havas's share in charges and provisions relating to the cancellation of the Club RTL digital TV project in Germany.

Taking into account heavy taxes on non-operating income, net income group share rose 5.7% with comparable accounting methods, at FF599 million before amortization of goodwill on acquisitions, or FF413 million after amortization of goodwill on acquisitions.

The group's cash net of all financial borrowing at June 30, 1996 showed a significant rise to FF1,812 million, compared with FF982 million at December 31, 1995. This was partly due to seasonal factors, compounded by a wave of strikes in France at year end, but also reflected improvement in the operating cash flow of certain subsidiaries and cash generated by the sale of the group's interest in Capital Radio.

The FF4,221 million convertible bond issue made by Havas in February 1996 had a negative impact on net cash at the level of the FF594 million redemption premium.

Investments totalled FF1,240 million, compared with an unadjusted FF849 million for the first half of 1995. These were easily covered by operating cash flow, which stood at FF2,184 million compared with FF903 million for the same period of last year. Cash flow for the first half of 1996 amounted to FF762 million, compared with FF747 million pro forma and an unadjusted FF723 million for the first half of 1995.

II - FULL-YEAR OUTLOOK

Despite uncertainties surrounding European economic trends, group markets should expand in 1996, with the exception of book publishing. As a result, net income, group share, should show a rise despite heavy investments in the audiovisual sector.

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 Jean-Laurent Naves - Director of investor relations and financial operations: (+33/1) 53 53 30 39
 31, RUE DU COLISEE - 75383 PARIS CEDEX 08

COMPANIES AND FINANCE: UK

Halstead flat

By Justin Marozzi

A reduction in raw material prices offset losses in the cabin and trailer division of James Halstead to increase annual pre-tax profits 3 per cent to £10.6m (£16.5m).

The flooring and leisure group raised turnover from £72.7m to £77.6m in the year to June, helped by the new production line which sold 700,000 sq m of Polyflor XL 2000, its new flooring, in its first full year.

The group's core business is the commercial vinyl flooring division, which accounts for about two thirds of group sales and about 70 per cent of pre-tax profits.

Mr Stephen Knight, finance director, said sheet and tile flooring sales in the UK were steady despite a "difficult" market and pressure on volume and margins.

Raw materials costs had stabilised but the benefits were diluted by the progress in exports which tend to carry lower margins.

The company remained strong in its UK distribution business. The group is the market leader in the UK sheet flooring business with

about 55 per cent and is intent on expanding internationally.

Export sales increased and now accounted for half of total sales. "Exports are in our blood," said Mr Knight. The group trades with 64 countries, with continental Europe representing 20-25 per cent of its export sales.

It purchased its German flooring distributor in Cologne for £2.93m to protect its sales there and help its EU market projects.

The group's Conway business, which makes security cabins, trailers and trailer tents, made a pre-tax loss of about £500,000, after "inefficiencies and poor cost control". Mr Knight said the group would "look at all the options" for Conway's future. The losses were "an irritation, not a life-threatening disease".

Profits at Driza-Bone, the outdoor clothing business, slipped as sales to the US, UK, Germany and France declined.

Net cash balances were £3.5m. Earnings per share rose to 25.1p (22.75p). The final dividend of 6p gives a total of 31.1p (28.75p), up 9 per cent.

LEX COMMENT
Premier Farnell

When Farnell bought Premier of the US for \$2.8bn in February, it promised great strategic benefits at a short-term financial cost.

Yesterday's results show the electronic components distributor is living up to at least half of its pledge - a look at economic value added (EVA) suggests the acquisition is destroying shareholder value. Last year, Farnell's post-tax return on capital of 14 per cent was comfortably above its 12 per cent cost of capital. Using brokers' estimates for the current year, the group's cost of capital actually falls to a little over 10 per cent, with the inclusion of a large slug of cheaper debt. But the return on capital fairly plummets, cheaper debt. But the return on capital fairly plummets, because of a huge increase in the capital base from £300m to £2bn - mostly due to the £1.6bn of goodwill paid for Premier.

To be fair, this deal should not be judged on its first year's performance. Mr Howard Poulson, chief executive, remains adamant that it will pay off and cites early anecdotal evidence that Farnell's UK catalogue is being well-received by Premier's US customers. The management, products and computer systems of the two companies appear to be slotting together neatly. Premier is also helping dilute the fall in profits at Farnell's volume distribution arm, where the semiconductor slump has hit hardest.

That said, Premier Farnell still has it all to prove. But shareholders who voted for the acquisition must now give the company a chance to perform.

Premier Farnell

Share price relative to the FTSE All-Share Index



Source: DataStream

International side behind Kier's rise

By Andrew Taylor, Construction Correspondent

Kier, the construction group bought from Hanson by its employees in July 1992 and tipped as a flotation candidate, increased pre-tax profits 4 per cent to £7.3m (£11.4m) in the year to June.

The rise reflected a strong performance in overseas construction markets, which has enabled the group to counter subdued conditions in the UK.

Overseas profits, helped by the resolution of problems on previous African contracts, jumped before tax from £1m to £4.7m.

Pre-tax profits for the construction division before its share of corporate overheads of £3.6m (£3.3m) rose to £3.4m (£3.5m). The construc-

tion order book ended the year 7 per cent higher at £451m, the highest level since the buy-out.

Housing and commercial property profits, however, dipped to £2.5m (£3.8m), reflecting the timing of commercial property sales.

The housing division expanded this year, with the purchase for £16.1m of the south of England homes business of the Miller Group.

In spite of the Miller purchase, the group had net cash of £41m (£33m) at the end of June. It is seeking approval of preference shareholders to pay a maiden dividend of 1.6p on the A ordinary shares. It would be covered 10 times by earnings per share of 18.1p (14.6p). Group turnover rose to £514.6m (£585.7m).

French court clears Kalon restructuring

By John Hamilton

Kalon, the decorative paints company, has received permission from French courts to go ahead with the restructuring of its French operations with the loss of 100 jobs.

The move lifts a court injunction sought by French trade unions in August to block the cost-cutting plan at Euridip, a paints subsidiary of Total, the oil group with which Kalon merged in June last year.

This was the second time the redundancy programme had come before the French courts: a plan was rejected last December.

Mr Mike Hennessey, chief executive, said it had not

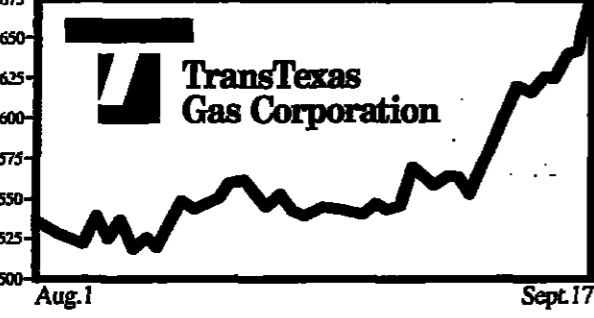
needed to make concessions to the unions to get the court's approval, but procedural amendments had been necessary. The job losses would be "mostly administrative, accounting, clerical and managerial with some technical personnel and depot staff".

The closure of 15 distribution depots and the loss of 180 staff has delivered £10m savings forecast at the time of the merger.

Analysts expect further savings, but are awaiting the union reaction before adjusting their figures. Profits for 1996 were forecast at about £35m (£54.5m), against losses of £2.98m, with earnings per share of 6.3p (losses of 1.23p).

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Republica Federativa do Brasil
 Debit Conversion Bond Series L
 due April 15, 2002
 New Money Series L
 due April 15, 2009
 Discount Bond Series Z - L
 due April 15, 2024
 For the Interest Period October 15, 1996 to April 15, 1997, the following rates have been determined with interest payments on the relevant interest payment date, April 15, 1997 as follows:
 Debt Conversion Bond Series L
 6.500% per annum, interest amount due U.S. \$25.00 per U.S. \$100.00 face amount.
 New Money Series L
 6.500% per annum, interest amount due U.S. \$25.00 per U.S. \$100.00 face amount.
 Discount Bond Series Z - L
 U.S. \$25.00 per U.S. \$100.00
 For the Interest Period October 15, 1996 to April 15, 1997, the following rates have been determined with interest payments on the relevant interest payment date, April 15, 1997 as follows:
 Debt Conversion Bond Series L
 6.500% per annum, interest amount due U.S. \$25.00 per U.S. \$100.00 face amount.
 New Money Series L
 6.500% per annum, interest amount due U.S. \$25.00 per U.S. \$100.00 face amount.
 By The Chase Manhattan Bank
 London, Agent Bank
 October 15, 1996

The Financial Times plans to publish a Survey on

Polish Service Industries

on Wednesday, October 30.

Focus on increasing change towards a service and customer-driven economy, analysis of banking and finance sectors, review of retail sector and property development, in-depth report on advertising and marketing, electronic media & tourism.

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FT Surveys

ROBECO GROUP

RORENTO N.V.
 (investment company with a variable capital)

EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS
 to be held on Thursday, 17th October, 1996 at the office of Robeco Andien N.V., Pietermaats 24, Willemstad, Curaçao, Netherlands Antilles, at 10.30 hours.

AGENDA
 1. Opening
 2. To compose the Management Board
 3. Closure

The only item on the agenda is the proposal to change the composition of the Management Board. As announced at the information meeting held on 26th April, 1996, shareholders will be asked to approve the appointment of Mr G. R. Smith as a Director of the Company.

Holders of Robeco Share Certificates desirous of attending or being represented at the Meeting, should lodge their Certificates by hand (postal deliveries will not be accepted for voting purposes) with the National Westminster Bank PLC, National Westminster Central Securities Office, Basement, Juno Court, 24 Princes Street, London E1 8BB (between the hours of 10.00 a.m. and 2.00 p.m.) in exchange for a receipt, not later than Thursday, 24th October, 1996.

Beneficial owners whose Robeco Share Certificates are presently deposited with a Bank must obtain a Certificate of Deposit signed by the Bank as evidence that such Bank is holding the Share Certificates. The Certificate must be lodged, against receipt, by the Bank, with the National Westminster Bank PLC, in accordance with the requirements stated above.

The receipt for the Share Certificates or Certificate of Deposit will constitute evidence of a shareholder's entitlement to attend and vote at the Meeting and should be presented at the door of the Meeting Hall. If a holder desires to appoint a proxy, who need not be a member of the Company, to attend and vote in his stead, a form of proxy may be obtained from the National Westminster Bank PLC as above and this form of proxy must be presented at the door of the Meeting Hall together with the receipt for the Share Certificates or Certificate of Deposit.

Shareholders who maintain a Shareholder's Account with the Company, wishing to attend the Meeting or to appoint a proxy in their stead, must notify their instruction in writing to the Secretary, Rorento N.V., c/o Robeco Advies N.V., Coileding 123, ML 3011 AG Rotterdam, Netherlands to arrive not later than Thursday, 24th October, 1996. Telephone 071-4913507.

BY ORDER OF THE MANAGEMENT
 ST. MAARTEN
 Dated this 15th day of October, 1996.

U.S. \$250,000,000
National Australia Bank
 (Incorporated with limited liability in the State of Victoria, Australia)

Undated Subordinated Floating Rate Notes

Notice is hereby given that for the six months Interest Period from October 15, 1996 to April 15, 1997 the Notes will carry an Interest Rate of 5.80625% per annum. The interest payable on the relevant interest payment date, April 15, 1997 will be U.S. \$7,338,45 and U.S. \$22,854, respectively for Notes in denominations of U.S. \$250,000 and U.S. \$10,000.

By: The Chase Manhattan Bank
 London, Agent Bank
 October 15, 1996

CMEC GE CAPITAL CHINA INDUSTRIAL HOLDINGS LIMITED
 Net Asset Value

CMEC GE Capital China Industrial Holdings Limited announces that as of 30th September, 1996, the unaudited consolidated net asset value per share of the Company was US \$ 1.048

CMEC GE Capital China Industrial Holdings Limited (an exempted company incorporated with limited liability in the Cayman Islands)
 14th October, 1996

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U.S. \$200,000,000
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 Floating Rate Subordinated Capital Notes Due 1999

Notice is hereby given that for the Interest Period 16th October, 1996 to 16th January, 1997 the Notes will bear interest at the rate of 6 7/8% per annum. The interest payable on 16th January, 1997 against Coupon No. 39 will be U.S. \$145.35 per U.S. \$10,000 Nominal and U.S. \$3,633.68 per U.S. \$250,000 Nominal. DATED THIS 15TH DAY OF OCTOBER, 1996.

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مركز الأبحاث

LAW

No grace for EU directives

The German court referred the matter to the European Court of Justice for determination. The court first examined the conditions under which a member state could incur a liability in damages. It reiterated its recent case law, stating that individuals who suffered harm were entitled to damages where the rule of law infringed had been intended to confer rights on individuals, the breach was sufficiently serious and there was a causal link between the breach and the damage suffered.

Spanish market regulator

Juan Fernández Armesto, Spain's new stock market regulator, has promised more flexibility and less bureaucracy at the start of his four year term as chairman of the Comisión Nacional del Mercado de Valores, CNMV.

SocGen picks Briton

Société Générale, France's largest publicly-held bank, has chosen Brian Kaye to head Fimat, its international futures broking group. Kaye (left) is unusual in French banking circles, not only for being a Briton - the first to head Fimat - but for moving into the top slot from the other side of the Atlantic.

Cortecs gears up

Martin Preuveers, the man who sold the world Zantac, Glaxo's blockbuster drug, is joining biotechnology company Cortecs as international operations director. Cortecs, which specialises in developing pills to replace injectable drugs, is close to completing clinical trials on some of its key drugs. By Christmas, it should know whether its calcitonin pill, which prevents the breakdown of bones, is going to reach the market.

Hartt for Salomon

Stanley Hartt, corporate lawyer and former Canadian federal deputy finance minister, is moving to Salomon Brothers Canada after salvaging the remnants of Robert Campeau's north American retail and property empire. Hartt, 58, held the key post at finance in Ottawa from 1985 to 1989 and then became chief of staff to former prime minister Brian Mulroney. The mid-1980s were turbulent: "The day I was sworn in as deputy minister," he recalls, "the government shut down two banks. But I saved the next seven."

former prime minister Brian Mulroney

Salomon has nearly 100 major Canadian clients. "We offer access to capital markets that Canadian dealers don't service very well," adds Gemmill. Robert Gibbens

INTERNATIONAL PEOPLE

ON THE MOVE

William Razouk, 48, who recently resigned after a brief tenure as president and chief operating officer of America Online, joins ADVANTAGE as chief executive of a new subsidiary involving non-financial consumer services.

Craigton Twa rises to president and chief operating officer of ATCO Ltd. and CANADIAN UTILITIES, following the retirement of John Wood. Twa joined Alberta Power, part of the Atco Group, in 1958.

Norman Currie has been appointed chairman of Canada's AULT FOODS. He succeeds Don Loadman, who has resigned. Germaine Gibara and Jack Scott join the board.

Thomas Vogel has been appointed president of MOSAIC TECHNOLOGIES. James Mooney, 48, currently chairman and chief executive of OM Group, joins the board of BRUSH WELLMAN, producer of beryllium and other engineered materials.

Abu Bakar Abdul Karim has resigned as group managing director of MALAYSIAN RESOURCES CORPORATION. He was one of three senior managers involved in the management buy-out of the Gunung Petaling Sdn cable manufacturing subsidiary.

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CONTRACTS & TENDERS JAMAICA PUBLIC SERVICE CO., LTD. Generation Recovery and Improvement Project Disposal of PCB Invitation to Submit Expressions of Interest

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OFFICE FURNITURE Due to city bank order postponement we have a large quantity of quality executive and system ranges - conferences and receptions. Large choice of veneers: (Walnut, Rosewood, Ash etc.)

INTERNATIONAL CAPITAL MARKETS

Finnish spreads fall on ERM acceptance

GOVERNMENT BONDS

By Richard Adams

A contraction in Finnish bond yields was the highlight in a relatively quiet day in government bond markets yesterday.

Yields on Finnish government bonds fell following the country's acceptance into the European exchange rate mechanism at the weekend.

now act as a brake on further convergence. Mr David Brown, chief European economist at Bear Stearns in London, said: "Finland's convergence against Germany has been the best thing since sliced bread, moving from over 300 basis points to under 40, but it may be going a bit stale."

Finland's economic fundamentals, including the second lowest inflation rate in the ERM and a falling budget deficit, put it in the front rank for membership of a single currency but Mr Brown said there was nothing else to push bond yields lower.

"That's all the good news finished, and it'll be harder than getting blood out of a stone to carry yield spreads lower," he said. "Although you can't rule out tail-end investors jumping on the



Finnish 10-year bonds Yield spread over Germany percentage points

convergence bandwagon, the game's over. The next big move is that investors may decide to take profits and run."

By contrast, high-yielding European bonds had a relatively poor day, with the

yield spreads of Italian and Swedish bonds over German bunds widening. Italy's 10-year yield spread over Germany widened by 3 basis points to 232 points, while the Swedish-German spread moved out from 110 points to 115 basis points. On Liffe, the Italian December BTPT future lost just under a third of a point to settle at 122.98.

Spain bucked the trend with its 10-year yield spread level at 170 basis points. Unchanged producer price data for August, reducing the year-on-year rise to 0.8 per cent, confirmed the weak inflationary pressures which have helped underpin the Spanish rally.

Mr Brown argues that further outperformance is on the cards. "It is only a matter of time before we trade down to 150 basis points."

A senior economist at Citibank in London, said that emerging recovery in Germany put the convergence efforts of Italy and Spain under threat. Analysts at Credit Lyonnais said the bond markets were "under-estimating the potential for a reversal of the convergence rally" which has driven "spreads between the heart core and periphery to unsustainable levels". They added that "there has been evidence of capitulation buying in the last few weeks."

After its strong recent run, France also underperformed, with the yield on benchmark 10-year bonds rising by 3 basis points to 6 per cent. The German yield spread over France, which at one point last week had reached

17 basis points, fell back from 7 points on Friday to 4 basis points last night. On the Matif, the December 10-year notional lost about a quarter of a point to 125.94.

German bonds drifted sideways. In the cash market, 10-year bonds fell, with yields rising fractionally to close at 6.04 per cent. On Liffe, the December bund future gained 4 ticks to settle at 93.31.

UK gilts moved in line with Germany, with the 10-year yield spread between the two countries remaining level at 157 basis points. On Liffe, the December long gilt rose 1/8 to settle at 110 1/8, while short sterling for the same month was unchanged at 93.97, discounting a 25 basis point rise in interest rates by the year-end.

Three large offerings in Italian lira sector

INTERNATIONAL BONDS

By Corinne Middelmann

The Italian lira sector was very active in the eurobond market yesterday, with three large offerings hitting the screens. The rest of the market was subdued by the US Columbus Day holiday.

Italian government bonds have performed strongly in recent weeks on speculation that Italy may be among the first group of countries participating in European monetary union. This has caused Italian yield spreads over German bonds to narrow sharply, and has heightened international investor demand for lira-denominated assets on expectations of further yield convergence and currency appreciation.

"Although the market may appear a bit tired from a trading point of view, we are still seeing a lot of interest," said a syndicate manager in Milan.

Joining the recent flurry of long-dated zero-coupon bonds, Cariplo, the Italian bank, issued L600bn of 15-year paper, callable after seven years, in a self-led deal. The bonds were issued at a price of 99.92.

Dealers said the issue would most likely be sold via the bank's domestic branches to Italian retail investors, who in recent weeks have been devouring long-dated zero-coupon bonds denominated in lire and D-Marks. The bonds were more cheaply priced than recent offerings, but are also the

lowest-rated: Cariplo has a credit rating of A1/A+, whereas other recent zeros were issued by triple-A rated borrowers.

In the fixed-rate sector, the World Bank launched L800bn of seven-year bonds which, although aggressively priced, received a warm reception, especially in the domestic market.

An official at BNL, joint book-runner with Banco Monte dei Paschi, said that although the bonds might appear tightly priced, they compare favourably with outstanding World Bank bonds in the same maturity which are trading at substantial premiums.

Moreover, bonds issued by the World Bank and the European Investment Bank have long been favourites

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Yield, Spread, Book-runner. Includes entries for D-MARKS, ITALIAN LIRA, and NEW ZEALAND DOLLARS.

Final terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. Price shown at offer price. Basis points at 1/100. * For 1998. Government Securities High yield completion: 127.4 (DIB/US), Fed 48.18 (DIB/US), Fixed Interest 102.6 (DIB/US) activity index rebound 1974.

among Italian retail investors, partly due to tax advantages they confer.

Also capitalising on investor demand for lira fixed-rate bonds, Kreditanstalt für Wiederaufbau, the German government-owned development agency, issued L200bn of six-year bonds, which attracted retail accounts in Switzerland, the Benelux and Germany, as well as some Italian buying. The deal benefited from

the fact that there are only two actively traded bonds in that maturity. Moreover, "six years is not too far out, but offers an 1/8 pick-up over five-year maturities," said a syndicate official at Paribas, joint book-runner with Credito Italiano.

KfW's status in the euro-bond market has been boosted by the fact that its BIS risk-weighting was lowered to zero by several European banking supervision

authorities this year, effectively putting its debt on a par with that of the German government.

In the South African rand market, the European Investment Bank issued R100m of 14.5 per cent five-year bonds via Hambros Bank. The proceeds will be taken up in large part by Eskom, South Africa's power utility, to fund improvements in the country's electricity transmission system.

WORLD BOND PRICES

Table of benchmark government bond prices for Australia, Austria, Belgium, Canada, Denmark, Germany, France, Ireland, Italy, Japan, Netherlands, Portugal, Spain, Sweden, UK Gilts, and US Treasury.

BUND FUTURES OPTIONS (LIFE) DM250,000 points of 100%

Table of Bund futures options prices for various months (Nov, Dec, Jan, Mar, May, Jun, Aug, Oct, Dec).

ITALY

Table of Italian government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

ITALIAN GOVT. BOND (BTPT) FUTURES (LIFE) Lira 200m 100ths of 100%

Table of Italian government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

SPAIN

Table of Spanish government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

UK

Table of UK government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

LONG GILT FUTURES OPTIONS (LIFE) £20,000 64ths of 100%

Table of long gilt futures options prices for various months.

ECU

Table of ECU bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

US

Table of US Treasury bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

JAPAN

Table of Japanese government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

LIFTS futures also traded on APT. All Open interest figs. are for previous day.

FTSE Actuaries Govt. Securities

Table of FTSE Actuaries government securities prices for various maturities (1 to 5 years, 5 to 15 years, etc.).

Average gross redemption yields are shown above. Coupon Basis: Low 0.75-7.5%; Medium 8%-10.5%; High 11% and over. † Flat yield, yield Year to date.

FT Fixed Interest Indices

Table of FT fixed interest indices for various categories (Govt. Secs., FTSE 100, etc.).

Gilt Edged Activity Indices

Table of Gilt edged activity indices for various categories (Gilt Edged bargains, etc.).

FT/ISMA INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market. Latest prices at 7:10 pm on October 14.

Large table of international bond service listings including US Dollar Straights, Swiss Franc Straights, Yen Straights, and other international bonds.

CAPITAL MARKETS NEWS DIGEST

Moody's may upgrade Hungary

Moody's Investors Services, the international credit rating agency, yesterday placed Hungary under review for a possible upgrade of its credit rating. The country currently enjoys the highest speculative grade ratings from both Moody's (Ba1) and Standard & Poor's (BB+).

Richard Lopper, London

Scandinavian derivatives link

Moves to cement Scandinavia as a regional centre for European derivatives trading were stepped up yesterday when OM Gruppen, the Swedish derivatives exchange operator, agreed to form a common electronic market with SOM, its Finnish counterpart.

Greg McEvoy, Stockholm

US INTEREST RATES

Table of US interest rates for Treasury Bills and Bond Yields (One month, Two month, Three month, Six month, One year).

BOND FUTURES AND OPTIONS

France

Table of French government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

Germany

Table of German government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

UK Gilts Prices

Table of UK government bond futures prices for Dec, Jan, Mar, May, Jun, Aug, Oct, Dec.

Other Fixed Interest

Table of other fixed interest rates for various countries and maturities.

UK Indices

Table of UK indices (Low coupon yield, Medium coupon yield, High coupon yield) for various maturities.

FTSE Actuaries Govt. Securities

Table of FTSE Actuaries government securities prices for various maturities.

FT Fixed Interest Indices

Table of FT fixed interest indices for various categories.

Gilt Edged Activity Indices

Table of Gilt edged activity indices for various categories.

FT/ISMA INTERNATIONAL BOND SERVICE

Table of international bond service listings including US Dollar Straights, Swiss Franc Straights, Yen Straights, and other international bonds.

Footnotes and additional data for the tables, including currency conversion rates and market commentary.

CURRENCIES AND MONEY

Finnish Markka stable on ERM debut

MARKETS REPORT

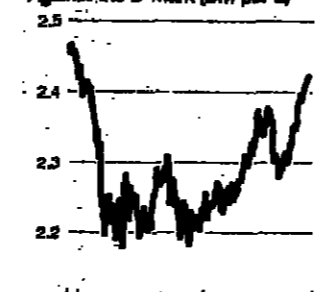
By Simon Kuper

The Finnish markka closed almost unchanged at DM2.9650 yesterday after its entry into Europe's exchange rate mechanism on Saturday.

Finland's entry into the ERM raised the question of when the Italian lira and the Swedish crown are likely to join.

Sterling

Against the D-Mark (DM per £)



Source: Datastream

even hold a special meeting to return the lira to the ERM, from which it was ejected with sterling in September 1992.

Mr Aspinall said the DM2.50 level could be breached by the end of the year.

Sterling continued its rise yesterday despite higher than expected headline UK producer price data.

Most analysts expect the pound to improve on its gains over the last year, as interest rates are expected to start rising and the market remains uncertain whether European monetary union will succeed.

WORLD INTEREST RATES

MONEY RATES

Table of money rates for various currencies including Belgium, France, Germany, Italy, Netherlands, Switzerland, US, Japan, and UK.

EURO CURRENCY INTEREST RATES

Table of Euro currency interest rates for various currencies like Belgian Franc, Danish Krone, Dutch Guilder, etc.

POUND SPOT FORWARD AGAINST THE POUND

Table showing pound spot and forward rates against the pound for various currencies.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table showing dollar spot and forward rates against the dollar for various currencies.

CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

Table of exchange cross rates for various currencies.

UK INTEREST RATES

LONDON MONEY RATES

Table of London money rates for various currencies.

UK CLEARING BANKS

Table of UK clearing bank base lending rates.

BASE LENDING RATES

Table of base lending rates for various banks and currencies.

JAPANESE YEN FUTURES

Table of Japanese yen futures rates.

STERLING FUTURES

Table of sterling futures rates.

EMS EUROPEAN CURRENCY UNIT RATES

Table of EMS European currency unit rates.

NON-ERM MEMBERS

Table of non-ERM member currencies.

PHILADELPHIA 6E 2/8S OPTIONS

Table of Philadelphia 6E 2/8S options.

THREE MONTH EURO DOLLAR

Table of three month Euro dollar rates.

US TREASURY BILL FUTURES

Table of US treasury bill futures rates.

EURO DOLLAR OPTIONS

Table of Euro dollar options.

EURO DOLLAR CALLS

Table of Euro dollar calls.

EURO DOLLAR PUTS

Table of Euro dollar puts.

EURO DOLLAR CALLS

Table of Euro dollar calls.

EURO DOLLAR PUTS

Table of Euro dollar puts.

EURO DOLLAR CALLS

Table of Euro dollar calls.

EURO DOLLAR PUTS

Table of Euro dollar puts.

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COMMODITIES AND AGRICULTURE

Sunny weather sends CBOT futures lower

By Laurie Morse in Chicago
Warm, sunny weather across much of the US grain belt speeded the US harvest over the weekend - and sent Chicago Board of Trade futures prices lower.

would begin to rise again this year after two seasons of draw-downs.
CBOT prices for soybean futures were down 30 cents a bushel on Friday, with the sell-off stopped only by an exchange rule limiting further price declines.

\$8 soybeans farmers had crowded over less than a month ago.
Mr Daniel Basse, a grain market analyst for the research firm AgResources, said the government data indicated that worldwide grain markets had entered a rebuilding stage, and two years of frenetic market activities linked to dwindling world grain supplies might be over.

The Department of Agriculture said that the US soybean crop would have an average yield of 37 bushels an acre, and that the overall harvest would be the second largest on record, at 2.35bn bushels.
The latest estimate was 3 per cent higher than the department's forecast in September. By next August, the agency said, US stocks of soybeans would expand to 195m bushels, up sharply from the 160m estimated last month.

At the same time, the Department of Agriculture has raised its estimate of maize production to 9.01bn bushels - an increase of 2 per cent from its previous forecast, and 22 per cent higher than in 1995.
Ending stocks figures for maize ratcheted up to 903m bushels, 28 per cent higher than the government agency's estimate last month of 698m bushels.
Traders and analysts were startled by the upward revisions in government esti-

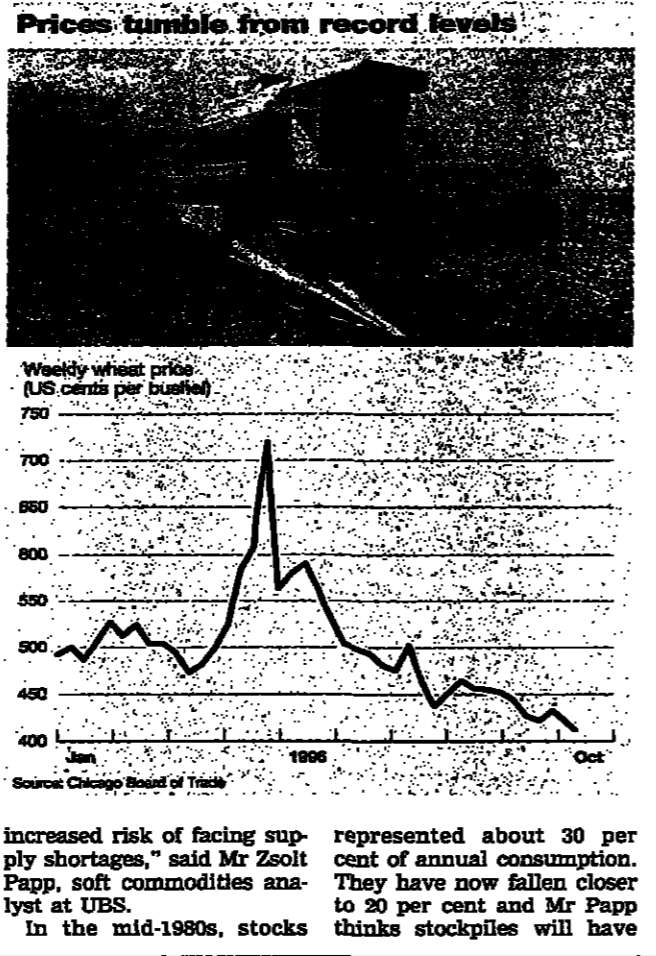
mates, particularly in the stocks figures.
The production increases were a surprise because both crops were late being planted this year, a factor that usually dents yields and leads to gradually declining production forecasts as the season wears on.
The new data has left the market expecting more upward revisions. "A crop that gets bigger in October generally continues to get bigger in November," one trader noted.

Bumper harvest hits prices of wheat

A sharp fall this year has eased concern on stock levels, says Deborah Hargreaves

World wheat prices have tumbled from record levels earlier this year as news of bumper harvests around the world has stopped traders worrying about low stock levels.
Lower prices have prompted the European Commission to reverse its export tax on grains, which has been in place since last December, and even offer some subsidies for traders shipping wheat overseas.
This has sparked a row with the US, which has threatened to reopen its own export subsidy programme.
The fall in stocks to their lowest levels for 20 years, along with continued high demand, pushed wheat futures at the Chicago Board of Trade to a peak of \$7.20 a bushel in April. But the market has since dropped to as low as \$4.12 a bushel.

sharp price moves for the next few years.
"The ratio of stocks to consumption is still very low and it will only take crop problems in one or two important producing countries to put us in the same position with rising prices again," said Mr Lawrence Eagles, commodities analyst at GNI, the London brokers.
In its latest report, the International Grains Council, the industry monitoring body, puts world wheat output at 571m tonnes for 1996-97, up 5 per cent from 542m tonnes in 1995-96. It estimates that stocks will rise this year to 104m tonnes from 94m tonnes, but cautions against expecting a replenishment of traditionally high stocks.
Stock-building will be relatively limited this year, the council says, "in contrast to the huge volumes of carry-over stocks in the 1980s".
Moves to deregulate the wheat market - particularly in the US and to some extent in the European Union - are likely to keep government stocks low and leave farmers freer to respond to market signals.
"This means we will have to live with more volatile prices for wheat and an



to be rebuilt closer to 25 per cent to offer more of a buffer zone for crop disasters.
Mr Papp thinks traders may push wheat prices higher again when the focus moves away from the good harvest figures to continuing low stock levels.
Demand from traditional grain buyers such as China and Russia, where harvests have not been huge, could lend some support to prices, according to Mr Richard Whitlock, director of UK traders Banks Agriculture.
"Consumption has remained remarkably resilient, even with high prices, and rising demand will underpin prices in the longer term," said Mr Eagles.
But most short-term forecasts see wheat in a downward trend towards the end of the year. The Canadian Wheat Board expects the price of top grade Canadian red wheat to be between C\$217 to C\$227 a tonne next year, down from C\$254 (US\$188) a tonne earlier this year.
Similarly, many traders and analysts are looking to a fall in the futures price to around \$4 a bushel by the end of the year.
Against the grain, Technology Page

COMMODITIES NEWS DIGEST

Brent Blend at post-Gulf war high

Oil prices in London hit yet another post-Gulf War high yesterday as last week's refined product-driven rally maintained its momentum. The price of the benchmark Brent Blend for November delivery reached \$24.92 a barrel in late London trading, more than \$1 above its close last Friday.
A price correction at the end of last week proved short-lived, as the crude oil market was boosted by reports that Iranian forces might have been involved in renewed fighting in northern Iraq. Traders also reported that good technical factors were supporting crude prices. Last week's price correction encountered "very good support lines", said one London trader last night.
There was also continuing strong demand for refined products in Europe and North America, where low inventories of middle distillates such as heating oil are worrying end-users, who have been scrambling in search of supplies in the run-up to the northern winter. New European Union fuel specifications have also helped to boost diesel prices.

Albatros escapes fine

Breaches of contract by Albatros Warehousing earlier this year were serious enough to justify a substantial fine, but this is not being imposed, the London Metal Exchange said yesterday. An LME Warehouse Disciplinary Committee enquiry in May found that Albatros breached its contract by failing to maintain accurate records and properly issue LME warrants, as well as submitting incorrect stock returns on occasions.
"The Committee recognised, however, that the six-week suspension of the ability to issue LME warrants served by Albatros... and the consequent loss of business have in themselves been enough financial sanction," the LME said.

Coal stable in Europe

Coal production and demand in Europe appear to have stabilised this year after five years of decline, according to the UN's Economic Commission for Europe.
However, the ECE says that the halt is only temporary, because "drastic" falls in production and employment are planned by many government over the next decade. Only countries of the former Soviet Union are likely to see rising demand and output as their economies recover from the deep slump of the past few years.
In its survey of the coal situation in the ECE region in 1995-96, the ECE says the process of restructuring is gaining momentum as governments try to cut or eliminate subsidies to the industry.
Since European coal is predominantly mined underground under difficult geological conditions, it is uncompetitive with coal from overseas - which is mostly open-cast. In western Europe coal costs at least three times as much to produce as the price of coal on the world market, the ECE notes. Germany plans to cut hard coal output from 60m tonnes to some 13m tonnes by 1996 and 2005, with a reduction in the workforce from 60,000 to 16,000.

EU shifts policy on barley

The amount of European Union barley sold or approved for export has nearly tripled in the past month as traders have taken advantage of a much increased EU cereal harvest.
The EU has shifted policy from an export tax on barley last year - designed to conserve the cereal for domestic use and prevent prices rising too high - back to export refunds.
This, combined with the increase in the cereal harvest to an estimated 194m tonnes, has revived exports compared with last year's minimal levels, a Commission official said yesterday.
Industry estimates put the harvest at 205m tonnes. Most of the barley being exported comes from the open market rather than intervention stocks, which had fallen to just 255,000 tonnes by October 6, the official said.
It has emerged from last week's EU cereals management committee meeting that 1.68m tonnes of barley were approved for export between the beginning of July and October 5.

COMMODITIES PRICES

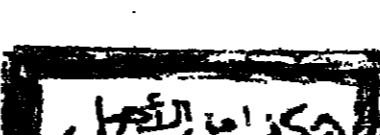
Table of commodity prices including Base Metals, Precious Metals, Grains and Oil Seeds, Softs, Meat and Livestock, and Futures Data. Includes sub-sections like LONDON METAL EXCHANGE, GOLD COMEX, WHEAT LIFFE, etc.

JOTTER PAD - A grid for notes with a date field and a small crossword puzzle.

CROSSWORD No.9,199 Set by VIXEN - A crossword puzzle grid with clues for Across and Down.

Table of futures data and indices, including sections for Natural Gas, Unleaded Gasoline, and various market indices like Reuters and CRB.

Solution to Saturday's prize puzzle on Saturday October 26. Solution to yesterday's prize puzzle on Monday October 28.



FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

Table listing various offshore and overseas funds with columns for Name, Value, and % Change.

BERMUDA (SIB RECOGNISED)

Table listing Bermuda funds with columns for Name, Value, and % Change.

BERMUDA (REGULATED)**

Table listing regulated Bermuda funds with columns for Name, Value, and % Change.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds with columns for Name, Value, and % Change.

GUERNSEY (REGULATED)**

Table listing regulated Guernsey funds with columns for Name, Value, and % Change.

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GUERNSEY (REGULATED)**

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GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds with columns for Name, Value, and % Change.

FT MANAGED FUNDS SERVICE

Table listing various managed funds with columns for Name, Value, and % Change.

IRELAND (SIB RECOGNISED)

Table listing Ireland funds with columns for Name, Value, and % Change.

IRELAND (REGULATED)**

Table listing regulated Ireland funds with columns for Name, Value, and % Change.

IRELAND (SIB RECOGNISED)

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IRELAND (SIB RECOGNISED)

Table listing Ireland funds with columns for Name, Value, and % Change.

FT MANAGED FUNDS SERVICE

Table listing various managed funds with columns for Name, Value, and % Change.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man funds with columns for Name, Value, and % Change.

ISLE OF MAN (REGULATED)**

Table listing regulated Isle of Man funds with columns for Name, Value, and % Change.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man funds with columns for Name, Value, and % Change.

ISLE OF MAN (REGULATED)**

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ISLE OF MAN (SIB RECOGNISED)

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ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man funds with columns for Name, Value, and % Change.

Offshore Funds

Table listing offshore funds with columns for Name, Value, and % Change.

ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man funds with columns for Name, Value, and % Change.

ISLE OF MAN (REGULATED)**

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ISLE OF MAN (SIB RECOGNISED)

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ISLE OF MAN (SIB RECOGNISED)

Table listing Isle of Man funds with columns for Name, Value, and % Change.

Advertisement for Macmillan Appeal: HELP FILL THE CARE GAP IN BRITAIN. Includes text about cancer care and a form to support the appeal.

Vertical text on the left edge of the page, partially cut off.

Offshore Funds and Insurances

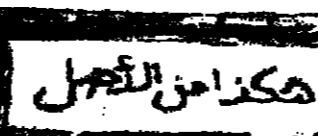
FT Cytene Unit Trust Prices are available over the telephone. Call the FT Cytene Help Desk on (+44 171) 673 4878 for more details.

FT MANAGED FUNDS SERVICE

LUXEMBOURG (SIB RECOGNISED)

Main table containing fund names, categories, and performance metrics. Includes sections for Luxembourg (SIB RECOGNISED), Luxembourg (REGULATED), and various fund categories like Fidelity Funds, Mercury Asset Management, and others.

FT Cytene Unit Trust Prices are available over the telephone. Call the FT Cytene Help Desk on (+44 171) 673 4878 for more details.



مركزنا العربي

FT MANAGED FUNDS SERVICE

FT Ciltire Unit Trust Prices are available over the telephone. Call the FT Ciltire Help Desk on (+44 171) 679 4378 for more details.

Offshore Insurances and Other Funds

Main table containing fund names, descriptions, and prices. Includes sections for FT Ciltire Unit Trust Prices, FT Managed Funds Service, and Offshore Insurances and Other Funds.

Advertisement for Imperial Cancer Research Fund. Text: 'Every day, we help thousands of people like Zoe fight cancer.' Includes a photo of a woman and a donation form.

OTHER OFFSHORE FUNDS
ATSP Management Ltd
Axa Investment Management
Axa Insurance Co Ltd

MANAGED FUNDS NOTES
This page is designed to provide information on the funds managed by FT Managed Funds Service.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing companies in the Alcoholic Beverages sector, including names like Diageo, Heineken, and Carlsberg, with their respective share prices and changes.

BANKS, MERCHANT

Table listing companies in the Banks, Merchant sector, including names like HSBC, Citigroup, and Royal Bank of Canada.

BANKS, RETAIL

Table listing companies in the Banks, Retail sector, including names like Lloyds TSB, NatWest, and Royal Bank of Scotland.

BREWERIES, PUBS & REST

Table listing companies in the Breweries, Pubs & Rest sector, including names like Asahi, Carlsberg, and Heineken.

BUILDING & CONSTRUCTION

Table listing companies in the Building & Construction sector, including names like Bovis Lend Lease, Bovis Lend Lease, and Bovis Lend Lease.

BUILDING MATS. & MERCHANTS

Table listing companies in the Building Mats. & Merchants sector, including names like Bunnings, Home Depot, and Home Depot.

CHEMICALS

Table listing companies in the Chemicals sector, including names like BASF, Dow Chemical, and DuPont.

CHEMICALS - Cont.

Continuation of the Chemicals sector table.

DISTRIBUTORS

Table listing companies in the Distributors sector, including names like Asda, Sainsbury, and Tesco.

DIVERSIFIED INDUSTRIALS

Table listing companies in the Diversified Industrials sector, including names like Anglo American, Anglo American, and Anglo American.

ELECTRICITY

Table listing companies in the Electricity sector, including names like British Energy, British Energy, and British Energy.

ELECTRONIC & ELECTRICAL EQPT

Table listing companies in the Electronic & Electrical EQPT sector, including names like Agilent, Agilent, and Agilent.

ENGINEERING, VEHICLES

Table listing companies in the Engineering, Vehicles sector, including names like BAE Systems, BAE Systems, and BAE Systems.

EXTRACTIVE INDUSTRIES

Table listing companies in the Extractive Industries sector, including names like Anglo American, Anglo American, and Anglo American.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of the Electronic & Electrical EQPT sector table.

ENGINEERING

Table listing companies in the Engineering sector, including names like BAE Systems, BAE Systems, and BAE Systems.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

ENGINEERING - Cont.

Continuation of the Engineering sector table.

ENGINEERING, VEHICLES - Cont.

Continuation of the Engineering, Vehicles sector table.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

HOUSEHOLD GOODS

Table listing companies in the Household Goods sector, including names like Asda, Sainsbury, and Tesco.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of the Extractive Industries sector table.

FOOD PRODUCERS

Table listing companies in the Food Producers sector, including names like Asda, Sainsbury, and Tesco.

FOOD PRODUCERS - Cont.

Continuation of the Food Producers sector table.

GAS DISTRIBUTION

Table listing companies in the Gas Distribution sector, including names like British Gas, British Gas, and British Gas.

HEALTH CARE

Table listing companies in the Health Care sector, including names like AstraZeneca, AstraZeneca, and AstraZeneca.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

INSURANCE

Table listing companies in the Insurance sector, including names like Aviva, Aviva, and Aviva.

HOUSEHOLD GOODS - Cont.

Continuation of the Household Goods sector table.

INSURANCE

Table listing companies in the Insurance sector, including names like Aviva, Aviva, and Aviva.

INVESTMENT TRUSTS

Table listing companies in the Investment Trusts sector, including names like Fidelity, Fidelity, and Fidelity.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

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Table listing companies in the Investment Trusts sector, including names like Fidelity, Fidelity, and Fidelity.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

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INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

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Table listing companies in the Investment Trusts sector, including names like Fidelity, Fidelity, and Fidelity.

INVESTMENT TRUSTS - Cont.

Continuation of the Investment Trusts sector table.

By meeting customer needs, Rockwell has become a world leader in components and systems for cars, trucks and trailers.



LONDON SHARE SERVICE

Table with columns for company names, share prices, and market indicators. Includes sections for 'OTHER INVESTMENT TRUSTS' and 'INVESTMENT COMPANIES'.

Table listing 'OTHER INVESTMENT TRUSTS' with columns for name, price, and change.

Table listing 'INVESTMENT COMPANIES' with columns for name, price, and change.

Table listing 'LEISURE & HOTELS' with columns for name, price, and change.

Table listing 'PAPER, PACKAGING & PRINTING - Cont.', 'RETAILERS, FOOD', 'RETAILERS, GENERAL', and 'SUPPORT SERVICES'.

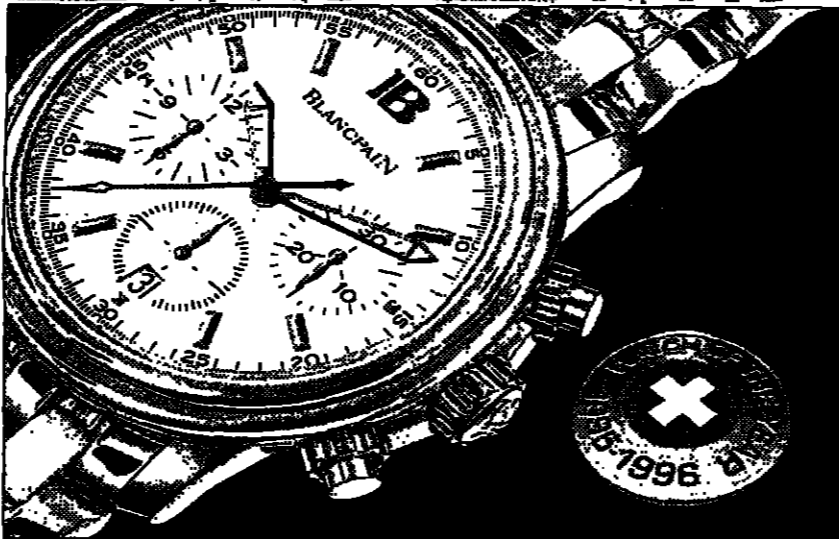


Table listing 'PROPERTY - Cont.', 'SUPPORT SERVICES - Cont.', and 'TELECOMMUNICATIONS'.

Table listing 'TELECOMMUNICATIONS - Cont.', 'TEXTILES & APPAREL', 'TOBACCO', 'TRANSPORT', 'WATER', 'AMERICANS', 'CANADIANS', and 'SOUTH AFRICANS'.

Table listing 'PROPERTY - Cont.', 'SUPPORT SERVICES - Cont.', and 'TELECOMMUNICATIONS'.

GUIDE TO LONDON SHARE SERVICE
Prices for the London Share Service delivered by Easat, part of Financial Times Information...
Estimated Net Asset Values (NAV) are shown for Investment Trusts...
High and low marked lines have been adjusted to allow for capital changes...

LONDON STOCK EXCHANGE

FTSE 100 climbs to all-time closing record

MARKET REPORT

By Steve Thompson, UK Stock Market Editor

A rampant Wall Street was just the tonic the UK market needed, projecting the FTSE 100 index through its previous all-time closing high, after London had endured a disappointingly quiet morning session.

and liners, however, with the FTSE 250 index settling a net 0.3 off at 4,443.5. The FTSE SmallCap performed creditably, pushing up 3.6 to 2,182.4.

Adding to an air of euphoria in the leaders, triggered by the Dow Jones Industrial Average's emphatic move through 6,000, was a strong feeling around trading desks that more takeover activity is imminent.

the French utility. Even if the United News bid for Blenheim does not materialise, there are strong hints that VNU, the Dutch publishing group, is intent on hoisting its existing stake in Blenheim by a further 10 percentage points.

Elsewhere, last week's stories of potential bids in some sectors, notably insurance and leisure, were revived, with Commercial Union, the insurance company, and Manchester United heavily bought by speculators.

A note of caution was injected by some observers, however, who point out that the great crash of 1987 occurred on October 19 (which falls this year on a Satur-

day), but that the scene for the decline was set on the preceding Friday. This Friday sees the expiry of Footsie index options.

The session began on a subdued note, with the defection of another Tory MP to the Liberal Democrats undermining sentiment. Some slightly disturbing news on producer prices also caused problems, with analysts looking decidedly unhappy during the early part of the day before steadying. At its worst, Footsie was down over 11 points.

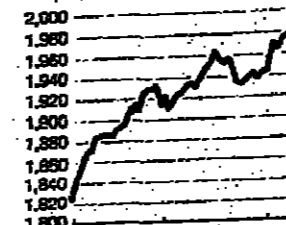
Dealers insisted, however, that there was never any real weight of downside pressure, "more a lack of interest", as one put it. A rally began in mid-morning

and this gradually drove share prices higher, with Footsie reaching a session high of 4,040.0 during the late afternoon before slipping off its best.

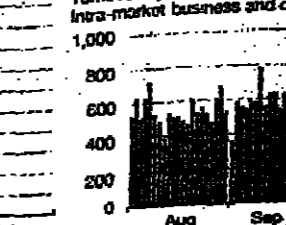
Asked about the market's short term potential, one senior marketmaker said: "It feels fine. The talk around the place is that we'll challenge 4,100 by the end of the week." Another said marketmakers had been caught short of stock and were having to pay up to close their short positions. "Institutions flush with cash and a host of bid stories is a potent cocktail in this market," he said.

Turnover at 5pm was 580.2m shares. The value of customer business on Friday was £1.7bn.

FTSE All-Share Index



Equity shares traded



Indices and ratios

Table with columns for Index Name, Value, Change, and Ratio. Includes FTSE 100, FTSE 250, FTSE 350, FTSE All-Share, and FTSE All-Share yield.

Best performing sectors

Table listing top performing sectors such as Extractive, Banks, Retailers, Food, Building Mats, and Leisure & Hotels.

Worst performing sectors

Table listing bottom performing sectors such as Gas Distribution, Health Care, Distributors, Diversified funds, and Textiles & Apparel.

Blenheim bid talk continues

By Peter John and Lisa Wood

Continuing wild speculation over the future of Blenheim, the exhibitions group, which has been in play for some months, was responsible for the shares falling 10% to 473 1/2p. Reed International, the UK arm of Reed Elsevier, rose 16 to 1198 1/2p, as the market ruminated on the idea that it might not bid.

Continuing wild bid speculation was responsible for Manchester United climbing 45% to 559p. The latest rumour was that IMG, the international sports management group, was in the frame. However, sources close to Manchester United said no director had received any bid approaches.

One analyst said there was a possibility that the aggressive buying of the shares by a number of brokers and the hype surrounding the club might flush out a bid at a time when there is considerable interest in the acquisition of football clubs.

Manchester United was floated at the equivalent of 77p a share in June 1991. At the time, some institutions said the shares were overvalued. Some analysts said that at current levels, the shares were overvalued on fundamentals.

Such speculation was vindicated after the market closed when it was disclosed that United News & Media is about to, or has agreed to, acquire the 15 per cent stake in Blenheim held by Compagnie Generale des Eaux. Analysts said it was a finger-biting time - coming on the eve of VNU, the Dutch publishing group, being able to increase its 14.99 per cent stake in Blenheim.

Like other financial stocks, CU's share price performance is geared to broad market rises. But the current story is that ABN Amro, the big Dutch bank, is poised to make a bid for Delta Lloyd, CU's Netherlands subsidiary, which could carry a price tag of around £2bn.

Some electricity stocks fell after BZW took a pessimistic view on future dividend policies. The investment bank believes the Recs may find dividend policies unsustainable if Offer, the official regulator, uses the same basis for their price review as it has for National Grid.

Analyst Mr Simon Taylor said that, using the same basis of calculation for Recs and assuming a real rate of return of seven per cent compared with current Rec levels of 10-13 per cent, the financial position of the industry will tighten sharply.

CU hints

Speculation of overseas interest in parts of Commercial Union lifted the shares 9% to 677 1/2p. The rise was made even more surprising considering that the recent strength of sterling against continental currencies will have hit CU's continental profits.

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Advertisement for Olympiast Istanbul 2004 Olympic Bidding Committee. Includes text: 'Invitation for Prequalification', 'Pursuant to the powers conferred to it through the Turkish Olympic Act...', and 'ISTANBUL 2004 OLYMPIC BIDDING COMMITTEE'.

Table of FTSE 100 Index Futures and Options, including prices for Dec, Mar, Jun, and Sep contracts.

FUTURES AND OPTIONS

Table of FTSE 250 Index Futures and Options, including prices for Dec, Mar, Jun, and Sep contracts.

EURO STYLE FTSE 100 INDEX OPTION

Table of Euro Style FTSE 100 Index Options with various strike prices and terms.

TRADING VOLUME

Table of Major Stocks Yesterday, listing volume and closing prices for various companies.

LONDON RECENT ISSUES: EQUITIES

Table of London Recent Issues, listing company names, issue sizes, and prices.

FT GOLD MINES INDEX

Table of FT Gold Mines Index, listing various gold mining companies and their performance.

FT 30 INDEX

Table of FT 30 Index, showing daily and weekly performance metrics.

FT 30 HOURLY CHANGES

Table of FT 30 Hourly Changes, showing price movements throughout the day.

INTERNATIONAL MARKET DATA

Table of International Market Data, listing various international indices and their values.

Large table of FTSE Actuaries Share Indices, listing various industry baskets and their performance metrics.

Highs & Lows shown on a 52-week basis

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including indices like EURO STOXX 50 and various regional indices.

ITALY (Oct 14 / Lit)

Table of stock market data for Italy, listing various stocks and their prices.

GERMANY (Oct 14 / Mark)

Table of stock market data for Germany, listing various stocks and their prices.

FRANCE (Oct 14 / Fr)

Table of stock market data for France, listing various stocks and their prices.

NETHERLANDS (Oct 14 / Fl)

Table of stock market data for Netherlands, listing various stocks and their prices.

SPAIN (Oct 14 / Ptas)

Table of stock market data for Spain, listing various stocks and their prices.

PORTUGAL (Oct 14 / Escudo)

Table of stock market data for Portugal, listing various stocks and their prices.

FINLAND (Oct 14 / M)

Table of stock market data for Finland, listing various stocks and their prices.

SWEDEN (Oct 14 / Krona)

Table of stock market data for Sweden, listing various stocks and their prices.

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INDICES

Table of various stock indices including EURO STOXX 50, Nikkei 225, and others.

INDICES

Table of various stock indices including Nikkei 225, Hang Seng, and others.

US INDICES

Table of US stock indices including Dow Jones, S&P 500, and others.

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4 pm close October 14

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sections for 'NEW YORK STOCK EXCHANGE PRICES', 'NASDAQ LISTED STOCKS', and 'NASDAQ LISTED STOCKS'.

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NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', 'V', 'W', 'T', 'U', and 'X-Y-Z'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'L', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

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Continuation of NASDAQ National Market stock prices from the previous page, including sub-sections for 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Holiday rise takes index over 6,000

Blue chip shares in the Dow Jones Industrial Average held above the 6,000 level at mid-session yesterday...

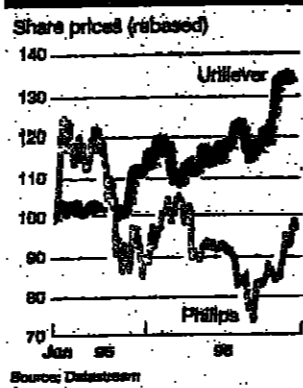
At 1 pm, the Dow was 43.88 stronger at 6,013.36, continuing the rally that began late on Friday...

perform the more broadly traded S&P. Cyclical shares were helped by a strong earnings report from Chrysler...

EUROPE

Wall Street's Columbus Day frolics had an echo in Europe where Friday's stars, COPENHAGEN, OSLO and BUDAPEST, registered new all-time highs...

Dutch blue chips



FTSE Actuaries Share Indices

Table with columns for index names (FTSE Euro100, FTSE Euro200, FTSE Euro300) and dates (Oct 11, Oct 10, Oct 9, Oct 8, Oct 7).

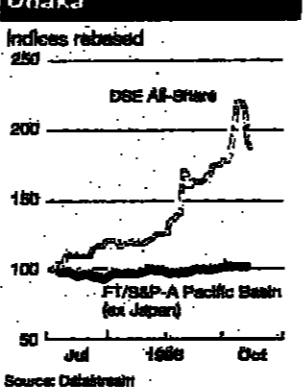
would be higher than planned. Among the winners, the wholesale chemicals company, Gehe, rose DM2.76 to DM107.76...

Tokyo volume registers pre-election 1996 low

ASIA PACIFIC

Caution marked the opening of TOKYO's final week before Japan's general election on October 20. The Nikkei average closed a shade higher but volume slid to a new 1996 low...

Dhaka



DHAKA saw angry scenes among small investors in kerf trading as share prices remained weak after their weekend tumble...

Mexico City falls 1.3%

Mexico City was 1.3 per cent lower at mid-session, reflecting weakness in the peso and expectations of an increase in primary interest rates...

100 per cent of its secondary petrochemical plants. Instead, it offered joint government/private sector ventures.

S Africa rises to record high

Johannesburg ended firm in quiet trade, with golds supported by gold quarterly results, which were mostly in line with expectations...

Angios rose R2.75 to R294.50, First National Bank Holdings added 65 cents to R29 and the mining and industrial holdings group, Anglovaal, climbed R4.50 to R144.00.

MARKETS IN PERSPECTIVE

Table showing market performance in various currencies (Austria, Belgium, Denmark, Finland, France, Germany, Ireland, Italy, Netherlands, Norway, Spain, Sweden, Switzerland, UK, EUROPE, etc.) with columns for 1 Week, 4 Weeks, 1 Year, Start of 1996, and % change in US \$.

FT/S&P ACTUARIES WORLD INDICES

Table showing FT/S&P Actuaries World Indices for Friday October 11 1996 and Thursday October 10 1996, including regional and national market data.

Advertisement for 'I want to see NUMBER' featuring a silhouette of a person's head and a large number '2' on a screen. Text includes 'No problem. Loma never' and 'The only way to see the number is to see the screen'.

Large vertical advertisement for 'FINISH' with the text 'entering a realm of possibilities' and 'FINISH' repeated at the top.

SPANISH BANKING and FINANCE

Now entering the realm of the possible

The change of government and the budget, backed by growth prospects, have reinforced confidence, writes David White

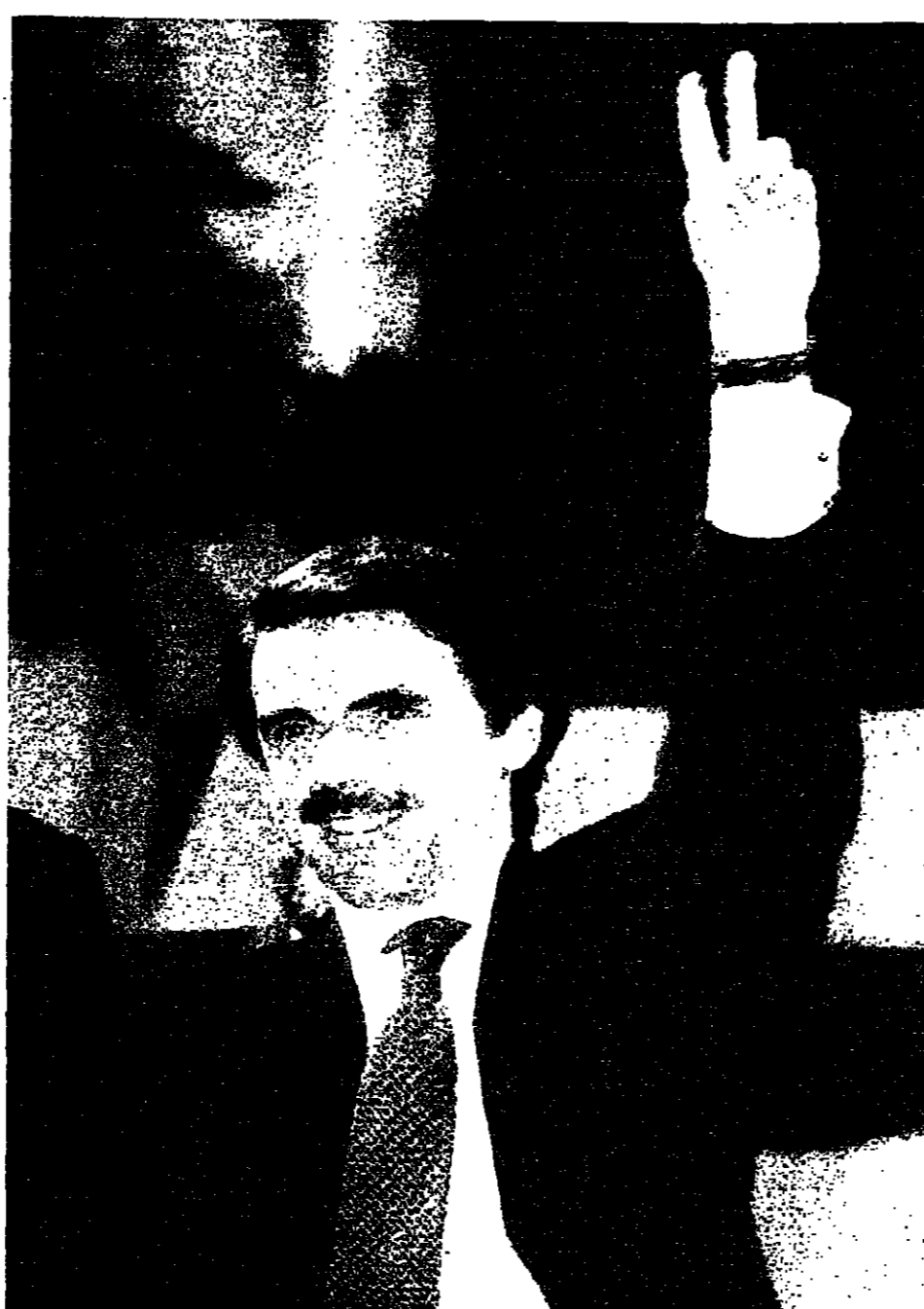
"And is it a very dangerous exploit of the 'one'?" Sancho Páez asked. "No," replied the Knight of the Mofraful Countenance. "It is not - not if the dice fall right for us; but everything will depend on your diligence."

What seemed implausible has now entered the realm of the possible. Spain's aspiration to qualify as a founder-member of the European single currency no longer appears as Quixotic and far-fetched as it did only a few months ago.

Not all experts are yet convinced that Spain can meet the Maastricht treaty criteria in time for joining the first group of countries in the euro, if it is launched as planned in 1999. But the idea that Spain might, by hook or by crook, actually make the grade has been gaining converts.

The centre-right Popular party government, not yet six months in office, has made a heavy investment of political capital in the attempt. Mr José María Aznar, prime minister, says his determination is "absolutely irreversible". He stirred up controversy in Italy by making it plain, in a recent FT interview, that Spain was not looking for allies in trying to seek a back-door entry. On the contrary, it was intent on getting there on its merits, keeping to the prescribed terms and timetable.

In effect - and before Spain has got around to beginning its public promotion campaign for the euro - Mr Aznar has doubled his



José María Aznar: the prime minister is intent on getting Spain into Emu on its merits

bet. In a country still solidly in favour of European integration, he could hardly now fall without political damage.

Membership is seen as anchoring Spain in a "zone of stability," with lower borrowing rates, healthy budgets and - after four devaluations since 1992 - a solid currency. The objective is central to the understanding between the government and regional parties, whose support it depends on in parliament. Meeting the criteria for inflation and the public deficit has become the government's overriding task.

This may mean putting off other difficult reforms. A crucial factor in Spain's future competitiveness will be the functioning of its labour market, still one of Europe's least flexible. The government has threatened to push changes through next year, but it is questionable whether it will risk a confrontation on the issue before the single-currency hurdle is cleared.

Although some of its early measures have been controversial - such as taxing capital gains at a privileged 20 per cent rate - the government has so far managed to avoid serious friction over its economic plans. In its search for consensus, it has offset the impact of a public-sector wage freeze by making concessions to unions over state pensions - to the dismay of employers who were hoping for cuts in their social security contributions.

The shift in sentiment about Spain's prospects for European monetary union coincides with the government's first draft budget, now before parliament. Even though the Popular party does not have a majority, its passage is guaranteed. This means Spain will at least have a proper budget - in contrast to the situation created a year ago when a parliamentary defeat forced Mr

Government growth forecasts (per cent)

	1994	1995	1996*	1997*
Gross domestic product (per cent growth)	2.1	2.8	2.3	3.0
Private consumption (per cent growth)	0.9	1.5	2.1	2.7
Public consumption	-0.3	1.3	0.3	-0.3
Fixed capital formation	1.8	8.2	3.1	6.5
Exports	16.7	8.2	7.5	8.5
Imports	11.4	8.8	7.3	8.7
Consumer prices Dec-Dec	4.3	4.3	3.4	2.63

*forecast Source: Ministry of Economy and Finance

Balance of payments (Pta bn)

	1995*	1995*	1995	1994
Current account balance:	-41	-210	+158	-918
Trade deficit:	-1,120	-1,256	-2,201	-1,967
Services balance:	+1,367	+1,200	+2,215	+1,951
Gross tourist income:	1,923	1,746	3,161	2,875

*January-July Source: Bank of Spain

ter's 1.9 per cent year-on-year rate, improving to around the government's target of 2.3 per cent at the end of the year, and speeding up further next year, although maybe not to the 3 per cent the government forecasts.

However, Mr Aznar was overstating the case when he asserted, at this month's special EU summit in Dublin, that "there are no doubts anywhere" about Spain's ability to qualify for the euro. The Bank of Spain has been warning about the risk of wage pressures affecting the country's performance on inflation, due under the government's plan to be at 3.5 per cent at the end of this year and 2.6 per cent a year later.

Madrid is counting on lenient treatment for public debt, which it expects to remain above 67 per cent of GDP, over the 60 per cent target, although with the trend turning downwards slightly for the first time next year.

The budget centres on a Ptas600bn reduction in the central government's deficit. This means holding down the increase in spending to 1.7 per cent, with heavy cuts in investment and subsidies, and lifting revenues by 6 per cent or Ptas907bn, partly from new taxes including a 4 per cent levy on most insurance policies.

However, experts raise doubts about how sustainable the spending controls

will be. They see the government stalling up problems for later, for instance by refusing to assume debts built up by state bodies such as the RTVE broadcasting authority. Mr Aznar's answer is: "We'll have to tackle this in the future. It is not the time to deal with it now."

Above all, the budget appears to have made an optimistically small allowance for the deficits of the social security system and Spain's self-governing regions.

Despite Mr Aznar's strong declaration of intent, some analysts believe Spain is still more likely to join the euro in a second wave, after two or three years - if, that is, it can move closer to the targets in the interim.

All this leaves the Spanish financial sector in the awkward position of making preparations for the euro without knowing for sure whether or when the country will adopt it. "We have to behave as if we had the certainty of joining," says one banker. Adaptation costs and the short-term loss of commissions and other revenues are expected to amount to some Ptas250bn.

To take an example, Spanish banks' computer systems currently work in whole pesetas, with no allowance for decimal places, which will have to be incorporated when the larger currency unit is introduced.

More dauntingly, the out-

look of euro membership brings with it the prospect of a sharp increase in competitive pressures - particularly in wholesale banking - and further restructuring.

Spain's financial sector has already changed radically since the late 1980s, with a stock market Big Bang, a series of bank mergers and takeovers, and the cramping of once-comfortable margins.

The banking industry has become concentrated to a greater degree than in any of the EU's other larger member countries.

In terms of customer funds, banks control just over half the Spanish market alongside savings institutions and co-operatives. Of this share, as of June 30, four big groups accounted for 81 per cent.

The concentration process can be expected to continue - if not among the top banks, at least among the smaller commercial banks and savings banks. The coming months are also expected to see a strengthening of international alliances, including cross-shareholdings.

One bank chairman offered an apocalyptic vision of what was in store - "an earthquake, like a Disney film with birds and animals scattering about."

*from Cervantes' *The Ingenious Gentleman, Don Quixote de la Mancha*. Trans. S.Putnam

Stibel: index finished weaker at 9,902. Fiat remained as a year low, losing 1.39p after 1.50p. Their concerns over weakness of the stock market and the effect on strong lira on the overseas operations.

Against the crowd, picking up 1.7p to 1.50p, meeting with analysts under way. Olivetti side remained at the attention. Olivetti fell to 1.50p, while the dropped 1.50p to 1.50p.

Mediobanca gave up to 1.25p in response.

1996 low

Written and edited by G. Cochrane and M. Williams

This announcement appears as a matter of record only

Santander Investment, the number one in the Matador Market

<p>February 1996</p> <p>European Investment Bank</p> <p>Medium Term Note Programme</p> <p>Pesetas 200,000,000,000</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>February 1996</p> <p>European Investment Bank</p> <p>Pesetas 20,000,000,000</p> <p>8.90%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>February 1996</p> <p>Finland Export Credit Ltd</p> <p>Pesetas 10,000,000,000</p> <p>8.675%</p> <p>Maturity 1999</p> <p>Santander Investment</p>	<p>February 1996</p> <p>Banco Interamericano de Desarrollo</p> <p>Pesetas 10,000,000,000</p> <p>8.625%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>March 1996</p> <p>Council of Europe</p> <p>Pesetas 15,000,000,000</p> <p>8.975%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>March 1996</p> <p>KfW International</p> <p>Pesetas 10,000,000,000</p> <p>8.85%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 15,000,000,000</p> <p>9.40%</p> <p>Maturity 2003</p> <p>Santander Investment</p>	<p>April 1996</p> <p>SNEF</p> <p>Société Nationale des Chemins de fer français</p> <p>Pesetas 10,000,000,000</p> <p>9.30%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>April 1996</p> <p>KommKredit</p> <p>Pesetas 10,000,000,000</p> <p>9.05%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 7,000,000,000</p> <p>9.30%</p> <p>Maturity 2006</p> <p>Santander Investment</p>	<p>April 1996</p> <p>European Investment Bank</p> <p>Pesetas 6,000,000,000</p> <p>7.50%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>April 1996</p> <p>International Bank for Reconstruction and Development</p> <p>Pesetas 10,000,000,000</p> <p>7.75%</p> <p>Maturity 1999</p> <p>Santander Investment</p>
<p>July 1996</p> <p>European Investment Bank</p> <p>Pesetas 3,000,000,000</p> <p>7.00%</p> <p>Maturity 1999</p> <p>Santander Investment</p>	<p>June 1996</p> <p>European Investment Bank</p> <p>Pesetas 10,000,000,000</p> <p>8.65%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>June 1996</p> <p>European Investment Bank</p> <p>Pesetas 10,000,000,000</p> <p>8.50%</p> <p>Maturity 2021</p> <p>Santander Investment</p>	<p>June 1996</p> <p>European Investment Bank</p> <p>Pesetas 8,230,000,000</p> <p>7.50%</p> <p>Maturity 2001</p> <p>Santander Investment</p>
<p>June 1996</p> <p>Finland Export Credit Ltd</p> <p>Pesetas 10,000,000,000</p> <p>8.10%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>July 1996</p> <p>SEK</p> <p>AB SVENSK EXPORTKREDIT</p> <p>Pesetas 10,000,000,000</p> <p>7.75%</p> <p>Maturity 2001</p> <p>Santander Investment</p>	<p>August 1996</p> <p>EUROFIMA</p> <p>European Investment Bank</p> <p>Pesetas 10,000,000,000</p> <p>7.00%</p> <p>Maturity 1998</p> <p>Santander Investment</p>	

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II SPANISH BANKING AND FINANCE

Savings banks: by Tom Burns

Making money at every turn

Local utilities are proving to be the most attractive industrial investment

Short of breathing, virtually everything one does in Barcelona, be it making a telephone call, switching on a light or having a hot shower, makes money for La Caixa. The Barcelona-based savings bank is a leading shareholder of all the essential utilities, including the national telephone, electricity and natural gas companies, as well as of the city's water company.

It is also impossible to drive a car and not contribute to La Caixa's profits. The savings bank holds strong equity stakes in the toll motorways that approach Barcelona, in Repsol, the main service station network and petrol conglomerate, and also in the city's municipal car parks.

With average total assets of Ptas 8,835bn (\$70.6bn) last year and after tax income of Ptas 37.3bn in the first six months of this year, a 26.1 per cent profit increase, La Caixa is the most prominent example of the increasing visibility of the *cajas de ahorro*, the savings banks, on Spain's financial landscape.

The gap between the *cajas* and the banks has been gradually closing and the savings banks currently account for 47 per cent of total deposits in the banking system and for 39 per cent of total loans.

The trendsetter in this process has been La Caixa which, in order to widen its deposit taking base, last year bought two small bank networks: Banco Herrero which is strong in the northern province of Asturias and Banco Granada Jerez which operates in the southern Andalucía region.

The Barcelona savings bank, however, reserved

until this year its quantum leap into major domestic industries.

In a series of quick market buying sprees, it built up a five per cent stake in the Repsol conglomerate and it increased its shareholding in Telefonía, the telecoms operator, from three to five per cent.

The equity acquisitions turned La Caixa into a large industrial investor, bringing it out of its Barcelona backyard and placing it on the centre stage of corporate Spain. In both Telefonía and Repsol, the savings bank now partners, as a core equity holder, none other than Banco Bilbao Vizcaya (BBV), the most industrially active and experienced of the big domestic banking groups.

La Caixa dwarfs the other savings banks - it is bigger than the next three in the *caja* rankings' table put together - but its lead will undoubtedly be followed by others in its sector. "We will have to go along this path but we will do so prudently," says Mr Manuel Pizarro executive chairman of Ibercaja, the seventh ranked savings bank which is based in Zaragoza and reported average total assets last year of Ptas 1,264bn.

The savings banks are being led along this path by a carrot and they are being driven by a stick. The carrot is the huge need for industrial investment; and the stick is the squeezed margins of the conventional lending business.

The investment pull is chiefly the result of the retreat that the new Popular party government has initiated from public works and enterprises.

The government has in principle adopted a wide-ranging privatisation plan and it has given a clear political signal that it wants a partnership with the private sector for big infrastructure investments to replace the big public spending pro-

grammes that characterised the years when the socialists were in power.

Mr Pizarro foresees Ibercaja involvement in, for example, a high speed train link between Madrid and Barcelona that will pass through Zaragoza. The savings bank could also take a share in local electricity generators and in water and waste-management companies.

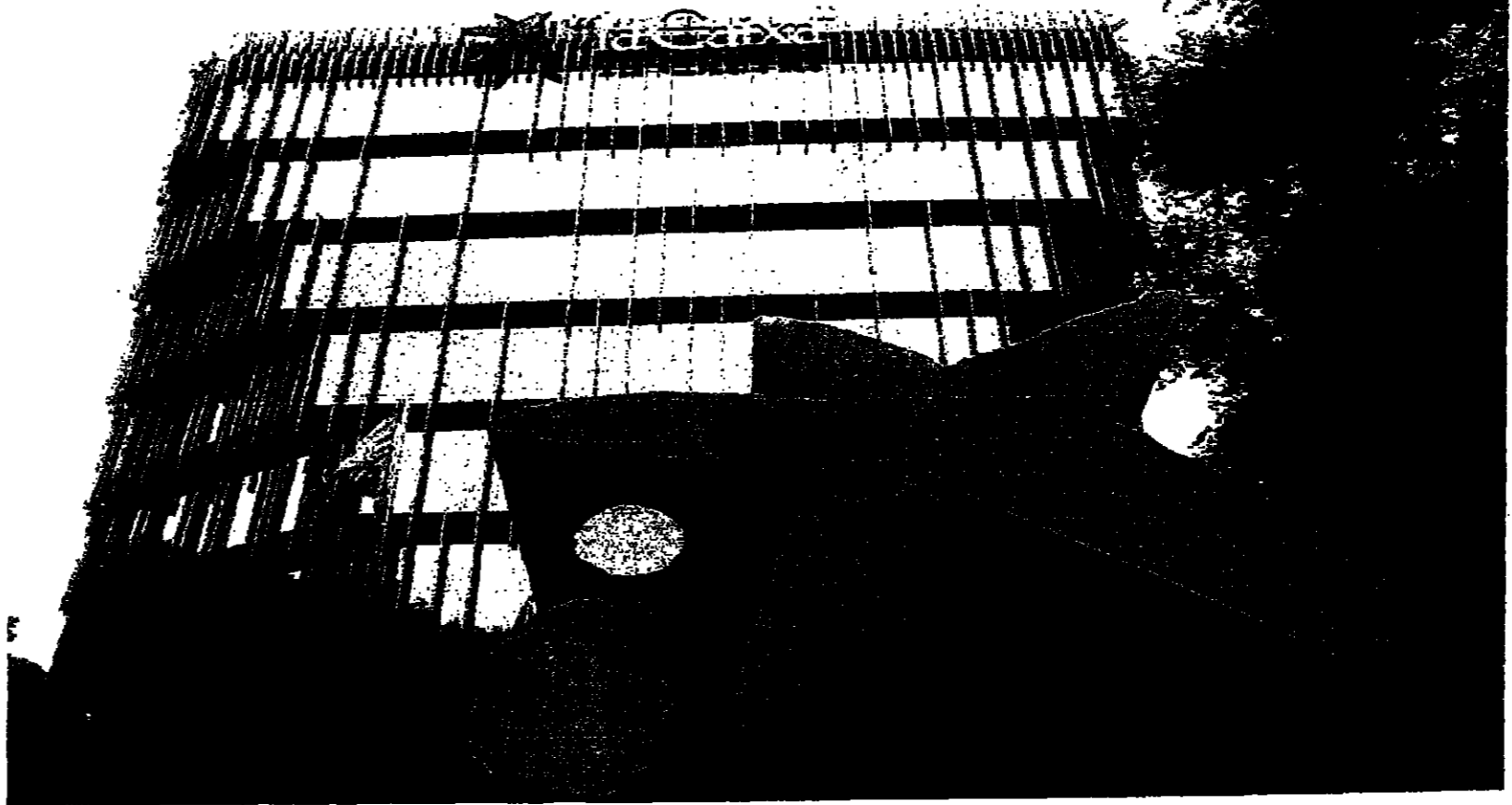
The emphasis is that the industrial investments should be focused towards utilities and, above all, should be firmly based in the home region of the *caja*.

The shift towards industrial investments make sound sense at a time when margins are under pressure. This is exactly what has occurred in the private banking sector where the so-called German banking model of financial institutions with assertive industrial portfolios appears to be making a comeback.

The broad picture of the private banking sector over the past four years is that competition has prompted a sharp decrease in the differential margin between loans and deposits; that cost control is unable to avert the gradual erosion of efficiency; and that profitability, measured in terms of return on assets and on equity, has deteriorated.

So far, the savings banks have been less squeezed than the private banks and most *cajas* have been able to post respectable increases in their net interest margins thanks to their undoubted expertise in capturing deposits among the middle and lower segments of the banking client base. But there is nothing to suppose that the pressure on margins that has afflicted the private banks will not cause a similar concern among the savings banks.

The investment blueprint that Ibercaja's chairman is working on is almost certainly applicable to all *cajas*.



La Caixa in Madrid: the mother of all Spanish savings banks with the logo designed by the renowned Catalan artist Joan Miró

As the owner of stockbroking firm and a former head of the Madrid stock exchange, Mr Pizarro is well versed in the business of raising capital and, as a close friend of Mr José María Aznar, the prime minister, and of the government's economic team, he is well aware of the policy shift towards private sector financing.

Although under regulations that were introduced in the late 1980s the *cajas* are no longer limited to operations within their own region, their home standing remains their prime strength and also, to a certain extent, their burden.

The obvious prime investment for a savings bank revolves around the utilities and services sectors of its local area. This is because there are now clear financing opportunities in what is very familiar territory - every self-respecting savings bank would like to be as omnipresent as is La Caixa in Barcelona - and it is also because under the complex ownership status of the *cajas*, local institutions and local politicians have a key say in investment decisions.

Privatisation: by David White

An ideological approach

It is unclear just how far the government's ambitions and plans will go

Spanish government ministers have taken to talking a lot recently of the need for "realism" about their much-vaunted privatisation programme. Plans drawn up by the Popular party administration, approaching privatisation with an ideological commitment until now absent in Spain, are the nearest the country has come to an overall strategy for reducing state holdings. But they do not amount to a wholesale sell-off.

"It won't be aggressive, massive or rushed," Mr Josep Piqué, who as industry minister is responsible for most of the government's corporate interests, has warned.

Nonetheless, investment banks are jockeying for the business in prospect from plans which over the next four years could involve the sale of shareholdings with a market value of Ptas 3,000bn. This would be roughly half as much again as the privatisations carried out by the previous Socialist administration - some Ptas 1,700bn worth at today's prices - from 1988 up to its general election defeat in March.

The new programme is set to get under way by the end of the year. High on the list is the sale, through an offering aimed at institutional investors, of the state's 3.8 minority share in Gas Natural. The company's main shareholder, the Repsol oil group, in which the state still holds 10 per cent, is itself an early candidate on the list.

A remaining 9 per cent which the state owns in the wholesale gas operator Enagas is also set to be sold to Gas Natural, which already has the other 91 per cent. In a further step to tidy up minority holdings, the government has decided to sell its 24 per cent direct stake in TISA, the overseas arm of the Telefonía group, to the parent company. A further offering of shares in Telefonía, in which the state's interest has been reduced to 21 per cent, is expected in the first half of next year.

The government's 1997 budget contains a scaled-down provision for privatisation revenues of Ptas 450bn - roughly the value of its Telefonía stake alone. But this is deliberately modest. Mr Piqué has predicted an annual total of about Ptas 600bn. The pace will depend on market conditions, competition from the long list of privatisations planned by other European countries, and the readiness of the companies themselves.

The government put a spanner in the works of its own programme in July when it imposed higher tobacco taxes, hitting the profitability and share price of the 52 per cent state-controlled Tabacalera group, and therefore the potential revenues from its privatisation, which looks like being delayed as a result.

Spain has accumulated its nationalised sector from a variety of sources: early 20th century protectionist policies, interventionism and reliance on state initiative in the Franco regime, and corporate casualties since the 1960s.

Main privatisation candidates*

Ready to go, pending decision on terms	Awaiting deregulation measures	Due for privatisation by 2000
Telefonía - Telecommunications (21 per cent)	Endesa - Electricity (67 per cent)	Iberia - Airline (99.8 per cent)
Repsol - Oil and chemicals (10 per cent)		Ayresol - Airline (99.9 per cent)
Argenta - Banking (25 per cent)		Arselco - Aluminium (98 per cent)
Tabacalera - Tobacco (52 per cent)		Indra Sistemas - Electronics (63 per cent)
Gas Natural - Gas (4 per cent)		CASA - Aerospace (99 per cent)
Trasméditerranée - Ferries (95 per cent)		Ence - Paper pulp (51 per cent)
Alcoa - Duty-free (90 per cent)		Babcock & Wilcox España - Capital goods (100 per cent)
Aspact - Building (90 per cent)		Musini - Insurance (100 per cent)

*Figures in brackets are current state shareholdings

Since the mid-1980s, some 80 companies have been sold off, not including those of the Rumasa group following its expropriation in 1983. Companies such as Seat, the Barcelona-based car company now part of Volkswagen, were transferred with large amounts of state aid. The process accelerated with share offerings in the Endesa electricity group, Repsol, Telefonía and Argentaria.

These, because of their size, will continue to provide the backbone of the new government's programme. This lays down four categories of state interests.

First come the prime candidates for early privatisation, successful companies operating in competitive conditions, in the main instances already traded on

the stock market. The Endesa group, two-thirds state-owned, belongs to a second category awaiting deregulation measures. The government argues that it cannot be further privatised until a new legal framework is set for the electricity industry, and that in any case the state holding - worth more than Ptas 1,300bn - cannot be sold in one go.

A third and larger group, including the Iberia airline, involves companies requiring "consolidation" before they can be privatised. This covers most of the interests, other than Endesa, that the previous government put under the state holding company Teneo. These were seen as being the more viable parts of the old Instituto

Nacional de Industria (INI). The new government decided that the Teneo organisation should go the way of INI and be scrapped.

Lastly come the lame ducks, such as the loss-making shipyards, which could become privatisation candidates later on. The government has already held contacts on the future of the reorganised steel group CSL. This group of companies, largely depending on subsidies agreed with Brussels, come under a separate organisation at the industry ministry, the State Industrial Agency (AIE). In the interests of symmetry, the industry ministry and the economy ministry have two other parallel holding units for the various interests they own - SEPI and SEPP. A consultative council of academics has been created to advise on privatisations, chaired by Mr Luis Gamir, a former trade minister.

It remains unclear, however, how far the government's privatising ambitions go, or how drastic it is prepared to be in tackling loss-making industries such as coalmining. Mr José María Aznar, the prime minister, says some sectors will remain off limits for privatisation, specifically mentioning defence. The principal defence company Santa Bárbara is in any event hardly an appetising prize these days: last year its losses were four times its sales.

Mr Aznar insists that there will be "a grand overhaul of the Spanish public sector." But he adds: "There are areas in which prudence calls for going slowly."

Some of the results of our expertise

<p>August 1996</p> <p>Banco Bilbao Vizcaya, S.A.</p> <p>has acquired a 40% shareholding in</p> <p>Banco Ganadero S.A.</p> <p>The undersigned initiated this transaction, acted as financial advisor to Banco Bilbao Vizcaya, S.A. and assisted in the negotiations.</p> <p>Salomon Brothers</p>	<p>February 1996</p> <p>Telefónica Internacional S.A.</p> <p>has acquired a 25% interest in</p> <p>Multicanal S.A.</p> <p>and</p> <p>Pem S.A.</p> <p>The undersigned acted as financial advisor to Telefónica Internacional S.A. and assisted in the negotiations.</p> <p>Salomon Brothers</p>
<p>July 1996</p> <p>U.S. \$598,805,000</p> <p>Telefónica del Perú</p> <p>American Depositary Shares Representing Class B Shares</p> <p>The undersigned acted as co-lead manager.</p> <p>Salomon Brothers</p>	<p>July 1996</p> <p>Ptas 38,313,000,000</p> <p>Sol Meliá, S.A.</p> <p>Shares</p> <p>The undersigned acted as co-global coordinator.</p> <p>Salomon Brothers</p>

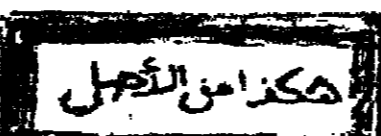
This announcement appears as a matter of record only.

GBS Finanzas

Providing Corporate Finance Expertise in Spain

<p>CHEMICAL</p> <p>Chemical Venture Partners has exchanged a 4.9% share in Compañía de Inversiones en Telecomunicaciones, S.A. (COINTEL, Argentina) for a 20% share in Empresa Nacional de Telecomunicaciones, S.A. (ENTEL, Chile) owned by Telefónica Internacional, S.A.</p> <p>We acted as financial advisors to Chemical Venture Partners</p> <p>GBS Finanzas</p>	<p>INVERSIONES</p> <p>Inversiones Iberizas, S.A. & Torreal, S.A. shareholders of OMSA Alimentación, S.A. have sold 24.9% of the share capital to Groupama, S.A.</p> <p>We acted as financial advisors to Inversiones Iberizas, S.A.</p> <p>GBS Finanzas</p>
<p>SOGEPARC</p> <p>has acquired 50% of Establecimientos El Pilar, S.A. from Dragados y Construcciones, S.A.</p> <p>We acted as financial advisors in this transaction</p> <p>GBS Finanzas</p>	<p>SAMSUNG</p> <p>SAMSUNG ELECTRONICS has acquired a 15.1% stake in Empresa Nacional de Telecomunicaciones, S.A. (ENTEL, Chile), from Chemical Venture Partners</p> <p>We acted as financial advisors in this transaction</p> <p>GBS Finanzas</p>
<p>NIKOLS, S.p.A.</p> <p>has carried out a capital increase in its Spanish subsidiary Nikols, S.p.A. subscribed by Corporación Financiera Remolón, S.A. COFIR</p> <p>We acted as financial advisors to Nikols, S.p.A.</p> <p>GBS Finanzas</p>	<p>BACARDI - MARTINI, S.A.</p> <p>has sold 100% of the share capital of its subsidiary Marqués de Montiel, S.A. to Grupo Bodegas Bertrán, S.A.</p> <p>We acted as financial advisors in this transaction</p> <p>GBS Finanzas</p>

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حكايا من الأهل

SPANISH BANKING AND FINANCE III

The banks and Europe by Tom Burns

Emu and euro cast a shadow

Financial institutions are moving towards strong industrial investment

All banks in the Eurozone are facing the implications of the monetary union (Maastricht) and the single currency. The "New Europe" represents a greater challenge to banks in Spain than in other large EU economies.

What is specific to the industry in Spain is that the single currency will usher in a new economic environment based on much lower and permanently lower interest rates and on a generally lower inflation. It is an environment that changes the goal posts on the Spanish banking pitch.

The significance of this is all the greater because the domestic banks face a period of change at a time when they have just emerged from a prolonged process of adjustment that has already had a strong impact on their profitability.

None of the four big domestic banking groups - Argentaria, Banco Bilbao Vizcaya (BBV), Banco Central Hispano (BCH) and Santander - existed in its present shape scarcely 10 years ago. Argentaria, now just 25 per cent state-owned and awaiting its full privatisation,

was created out of a pool of government banks; BBV and BCH are both the result of mergers; and Santander overnight became the biggest banking group two and a half years ago when it acquired the troubled Banco Español de Crédito, Banesto. Banking concentration was accompanied by deregulatory moves and by the breaking down of a cosy cartel that had formerly bound the institutions together. The sharply increased competition that ensued has inevitably penalised margins.

According to the AEB, the association of domestic banks, the average differential between loans and deposits in the banking sector has fallen from 7.39 per cent to 4.36 per cent between 1991 and 1995 and the inter-mediation margin as a percentage of average total assets is forecast to be 2.25 per cent this year, down from 2.41 per cent last year and from 3.35 per cent in 1991.

Despite a determined effort to control costs - total bank operational costs as a percentage of average total assets fell from 2.73 per cent in 1992 to 2.19 per cent last year - the margin squeeze in the core banking business has been such that the sector's profitability has significantly declined. The sea change in Spanish banking can best be illustrated by the fall in net income return on average equity (ROE) from

the 15.52 per cent that was posted by the sector in 1991 to last year's level of 9.78 per cent.

It is in this context that new adjustments triggered by Emu and by the challenges of the economic environment of a "New Europe" cause concern to the sector. As they reel from competitive pressure, the Spanish banks now face more of the same without being able to recover their breath.

Mr Jorge Hay, the head of BCH's highly respected research unit, believes that the Emu framework - price transparency, increased number of competitors and financial market globalisation - points inexorably at still narrower margins and that the only reasonable response by the sector is higher levels of efficiency and productivity.

One moot point is whether the "New Europe" will prompt new banking mergers. The logic of this is that a greater critical mass, along with cost rationalisation, could be the shortest and surest route to upgrading efficiency and productivity.

The stock answer in Spain is that banking concentration has already occurred in the past decade and that it cannot be taken any further. In Spain the top five banks - Argentaria, BBV, BCH, Santander and Banco Popular - which is the smallest but the most profitable of the five - already control 50 per cent of total bank deposits, a percentage that is similar to that in France. There is arguably more call for concentration in Germany, Italy and the UK where the top five domestic banks in each case account, respectively

for 25 per cent, 43 per cent and 35 per cent of national bank deposits.

But, to some analysts, the question remains an open one because the trend in Spanish banking suggests an increasing polarisation of the sector between the Santander group and the BBV group, for both institutions - in terms of average total assets, of incomes and of operating margins - have a clear lead over the other three banking groups in the top five.

At the six-month stage this year, Santander and BBV, which both showed strong earnings potential, accounted for 55.5 per cent of the combined net profits of the top five. A year earlier the net profits posted by Santander and BBV had represented 51.74 per cent of the top five total.

Main bank groups (Pts bn)	Assets (30/6/96)	Assets (end-1995)	Net profit (1995)
Grupo Santander	18,096	16,485	101.9
Banco Bilbao Vizcaya	14,955	14,135	105.0
Argentaria	11,788	13,059	73.6
Banco Central Hispano	11,522	11,217	20.2
Banco Popular	3,448	3,278	74.1
Bankinter	1,671	1,666	15.3
Banco Sabadell	1,593	1,560	16.4

Source: AEB



Domestic banks are facing a period of change. Lyda van der Meer

to concentrate on a diversified core banking business, into a 180 degree strategic turn that was marked earlier this year by the purchase of three per cent of Endesa, the big state-controlled electrical utility.

Santander says that it has not suddenly been converted to the virtues of a large industrial portfolio and that it invested in Endesa solely because it made sound financial and banking sense.

Few would contest this assertion because Endesa offers unquestionable shareholder value and, in addition, the government's plans to sell off the 66 per cent stake it holds in the company provides Santander's merchant banking unit with considerable business opportunities.

However Santander is also being courted by the government as a core shareholder of a planned second telephone operator and further business possibilities lie ahead as the state seeks to encourage private sector investment in infrastructure financing.

BBV, which has traditionally retained a strong industrial portfolio and has recently built up strong positions in Telefonía and in the energy conglomerate Repsol, clearly believes that such investments will be invaluable assets in the "New Europe".

PROFILE Banco Sabadell

Reshaping a legend

The first to buy a foreign network, it is committed to the high street retail sector

Highly capitalised, small and profitable, Banco Sabadell, has been a byword for low profile and caution in Spanish banking.

This legend may now be over. In a development last June which caused surprise, Sabadell emerged as the sixth largest domestic banking group by deposits and assets following a bold decision to acquire Banco NatWest, the UK bank's retail and commercial subsidiary in Spain.

The takeover boosted the group's asset base from Pta1,592bn (€7.9bn) to Pta1,992bn and put it ahead of the Bankinter, one of Spanish banking's more aggressive participants, as the largest of the medium-sized institutions.

Sabadell has not only become the first domestic bank to purchase a foreign bank in Spain - the norm was that foreign banks bought domestic networks - but it has also taken the costly step of creating a new bank logo.

Banco NatWest's 116 branches were relaunched this month under the name of Solbank.

Sabadell also bought Banco de Asturias, which was 90 per cent owned by the UK bank's Spanish subsidiary.

However, Asturias, which has 91 branches that are overwhelmingly located in the northern Asturias region, will retain its name. All told the expanded Sabadell group raised its branch network by more than 50 per cent to 627 units and signalled a strong commitment to the high street retail sector of the industry.

The decisions appear at first sight to be at odds with the bank's tradition. Founded in 1888 by local businesspeople in the industrial town of Sabadell, close to Barcelona, it was not until the 1970s that it opened branches in Barcelona, Madrid and London.

This step-by-step expansion has been weighted towards the Mediterranean coast, between Barcelona and Valencia, where there is a high concentration of small and medium businesses and these form the backbone of the Sabadell's client profile.

by some 37,000 shareholders, none of whom owns more than 0.07 per cent of its equity, Sabadell has consistently maintained a high shareholder value.

In addition, it has quietly devoted itself to bread-and-butter banking activities and has built up a solid reputation in niches such as correspondent banking, custody services and the financing of trade.

"When we began negotiating with NatWest we were not interested in buying a market quota," says Ms Anna Birulés, who is one of the seven senior Sabadell executives that form the board of the new Solbank. "We wanted quality and we want a good fit."

In the event, Sabadell drove a hard bargain for it offered NatWest a quick exit route from Spain - Mr Michael Sharp, its chief executive, termed it "an elegant solution" - that was in line with the UK bank's strategic withdrawal elsewhere in Europe.

Sabadell paid Pta23.7bn (€128m) for 60 per cent of Banco NatWest, a sum which represented a 1.3 multiple of its net asset value and the parent bank took a €25m loss on the sale after a restatement of €50m of goodwill that had been previously written off.

It could also have bought quality, Sabadell admired Banco NatWest's risk control, its client service and its strong marketing culture and it also liked the fact that it had turned the corner into profits post net income of Pta8bn in 1995 after running up cumulative losses of more than twice that over the previous three years. At the first six months stage this year Banco Natwest and Asturias posted net profits of Pta2.2bn.

The fit is twofold. With the newly-named Solbank, the Sabadell group now has a very respectable presence in Madrid and the opportunity to consolidate along the Mediterranean and in the south of Spain.

It will also be able to diversify, through Solbank and Asturias, more strongly into conventional retail banking.

Does Sabadell have any more surprises in its secretive and very deep pockets? Not according to Ms Birulés. "We are quite content to be the sixth largest banking group," she says. And any thought of raising capital on the stock market is considered heresy at Sabadell, much though the markets would like it.

Tom Burns

Source: Privatization International, March 1996 and EuroMoney Database

Your Key Investment Bankers.

A DIVISION OF SWISS BANK CORPORATION

Portugal Telecom, S.A.
PTE 149,506,000,000

Offering of 41.3 million Ordinary Shares in the form of Ordinary Shares or American Depository Shares. SBC Warburg acted as joint global co-ordinator

Den norske Bank ASA
NOK 2,448,624,621

Global Offering of 126.9 million Ordinary Shares by the Government Bank Investment Fund. SBC Warburg acted as sole global co-ordinator and adviser

Poland - The Ministry of Privatisation
PLN 7,228,000,000

SBC Warburg acted as lead adviser on the creation of 15 National Investment Funds and on the distribution of Universal Share Certificates in the NIF Programme to all Polish adults

Qantas Airways Limited
AUD 1,450,000,000

Global Public Offering of 740,000,000 shares by the Commonwealth of Australia. SBC Warburg acted as joint global lead manager and bookrunner

PT. Telekomunikasi Indonesia (Persero)
USD 1,680,000,300

Initial Public Offering of 1,366,667,000 shares of common stock. SBC Warburg acted as joint global co-ordinator

Republic of Austria
ATS 14,750,000,000

In the past year, SBC Warburg has advised Osterreichische Industrieholding AG on behalf of the Republic of Austria on the public offerings for OMV and VOEST-ALPINE STAHL and the sale to strategic investors of VAMED. SBC Warburg also acted as joint global co-ordinator of the Böhler-Uddeholm and Vienna International Airport Offerings.

Forestry Corporation of New Zealand Limited
NZD 2,026,000,000

SBC Warburg advised the New Zealand Government on the sale of Forestry Corporation of New Zealand Limited to a Fletcher Challenge Limited Consortium

The no.1 global privatisation adviser and bookrunner.*

*ranked by Swiss Bank Corporation, acting through its division SBC Warburg, registered in the UK by the SBA

IV SPANISH BANKING AND FINANCE

Latin America: by David White

In the quest for fabulous wealth

The main groups need more fertile ground than their own competitive market at home

The legend of El Dorado has been revived by Spanish banks in a determined search for growth markets in Latin America. In the last two years, they have invested some \$2bn in the effort. A prominent presence has been established in countries such as Chile, Peru and Colombia more than 170 years after they broke from the Spanish empire. "It's a question of being in the right place at the right time," says Mr Gonzalo Terreros, general manager for international co-ordination at Banco Bilbao Vizcaya, which this month agreed the first big purchase in Argentina.

The main Spanish groups see no option but to seek more fertile ground than their own increasingly competitive market with its shrinking margins. In Spanish-speaking countries of Latin America they find margins sometimes three or four times those of Spain and have been able to make big inroads in the growing pension fund business.

Only medium-sized by international standards, they loom big on the Latin American banking scale. They see themselves as being able to

export skills there in a way they could not in the European Union. Like others, they burnt their fingers with Latin American loans in the 1980s. But they are now less wary about the region than their US or European counterparts.

"The situation is completely distinct," says Mr Emilio Novela, a general manager at Banco Central Hispano. "It's not the same thing lending money for building a motorway as having a shareholding."

Banks have followed the same path as Spanish telecommunications, energy and water companies. Between 1990 and 1994 Spain was the largest European investor in Latin America and the Caribbean region, according to the Madrid-based Institute for European-Latin American Relations (Irela). Some 60 per cent of Spanish direct investment flows outside industrialised countries went to the region.

The most aggressive approach among the Spanish banks is that of Banco Santander, which has sought outright control of local banks and placed them under its own name. Its investments to date have a book value of some \$1.56bn.

The Americas, including the US, where Santander has a 10 per cent stake in First Union, are reckoned to account for some 18 per cent of the group's basic banking business, much more than

The Latin American connection



its interests elsewhere in Europe. Its biggest Latin American venture is in Chile, through the merger of its operations there with Banco Osorno, announced in April. Through an investment of close to \$500m the Spanish bank assumed 75 per cent control of the joint unit, with 240 branches and assets of more than \$7.9bn.

In Peru, it has merged the former Banco Interamericano and Banco Mercantil, both bought last year after it lost to its Spanish rival BBV in the privatisation tender for Banco Continental, the third-ranking Peruvian bank. Santander took over

Central Hispano's main retail banking subsidiary in Puerto Rico earlier this year and appeared set to buy Banco de Venezuela, the number two Venezuelan bank in terms of deposits, when the Caracas authorities postponed the auction of the bank at the last moment in August.

BBV also has investments worth over \$1bn, built up as part of a new group strategy launched at the beginning of last year. "We decided to start from scratch," says the bank's Mr Terreros. Its aim was to project itself as a universal bank, taking a strong position in its chosen mar-

kets but working in partnerships to avoid the pitfalls waiting for newcomers. It has not necessarily sought majority shareholdings but has insisted on management control of its operations. Its policy, Mr Terreros says, is "not to be a spare wheel but a driving wheel."

Its heaviest commitment is in Mexico, where rivals say it has paid a high price for its place. Last year, faced with the option of withdrawing from the troubled Mexican Prubursa group, where it had built up a minority holding since 1991, and committing fresh investment, it embarked on a \$350m plan which gave it 70 per cent voting control. The plan included a deal with the Mexican authorities to take over a third of Prubursa's loan portfolio and reduce its risk exposure. With a total network of about 300 branches, the Mexican operation is expected to make a small profit this year.

Last year's Mexico move followed the takeover of Banco Continental in Peru. This year BBV has boosted its interests through a 40 per cent stake in Banco Ganadero, the top-ranking Colombian bank, bought for \$220m, and most recently a 30 per cent holding in Banco Francés del Río de la Plata, Argentina's number three private bank, under a deal worth \$350m.

Banco Central Hispano, with about \$500m invested in



Francisco González: he aims for more flexible management

The third time round

He was chosen with the brief to complete the bank's privatisation

Mr Francisco González has just embarked on his third career. Having started work in the computer industry, he then set up a highly successful stockbroking business. He has now joined the ranks of Spain's big bank chairmen as the government-appointed head of the Argentaria group.

His previous company had 130 employees. But at Argentaria, he is in charge of more than 16,000. The change, he says, has been "a fascinating experience."

His nomination in May was the first corporate appointment made by the new centre-right government - and the signal that it had made up its mind to change the top jobs throughout most of the state and semi-state sector, irrespective of the incumbent chairman's standing.

This meant ousting Mr Francisco Luzón, who had headed Argentaria since its formation five years ago in a merger of state-controlled banking interests, and had taken it through three stages of privatisation. In the process, the government's holding was reduced to 25 per cent.

The two men share a reputation for working to a punishing schedule. Mr González, a fit 51, is a man of abstemious habits, a non-drinker and non-smoker who plays golf at the weekend but otherwise spends little time away from work. At Argentaria's headquarters in central Madrid, most unusually for a Spanish office, there are no ashtrays.

He was hand-picked for the post by Mr Rodrigo Rato, the economy and finance minister, with the brief to complete the bank's privatisation and maintain it as an independent group. Just three months before,

David White

Futures and options: by Tom Burns

A market more than holding its own

Meff is hopeful it can withstand the challenge of Life in an Emu environment

Meff, Spain's financial futures and options market, emerged as one of the fastest growing derivatives markets in the world two years ago. It held its newly-won ground in difficult conditions last

year and looks in fine fettle this year.

The sixty-four billion peseta question is whether Meff will survive the changed economic and financial environment that will be ushered in by the economic and monetary union (Emu).

To a great extent 1995 was a test year because the derivatives business in Spain had surpassed all expectations the previous year. In 1994, volume at Meff Renta Vari-

able (Meff RV), which is based in Madrid and trades stock index futures and options, and Meff Renta Fija (Meff RF), which is based in Barcelona and lists short-term money market and bond contracts, increased by 139.7 per cent and by 142.2 per cent respectively.

The surge in business suggested that Spain's futures and options markets had arrived on the sector's global map. Meff Holding, the corporate umbrella for the Madrid equity and the Barcelona fixed income units, posted a combined total of 55.1m contracts in 1994 and both Meff RV and Meff RF were comfortably in the top 20 in the league table of international derivatives exchanges.

Last year was a testing one because the downward trend in interest rates and the bullish stockmarket reduced hedging requirements and pulled down business derivatives volume in most exchanges. In the circumstances, therefore, the 75 per cent volume increase posted by Meff holding as contracts exceeded 56m was viewed as a significant endorsement of the sustained earnings potential of the Spanish markets.

Meff Holding chairman Mr Josep Manuel Basañez told shareholders he was "particularly pleased to highlight the positive aspects" of the growth recorded by the

Spanish exchanges. Meff's reputation as a front edge technology innovator was steadily gaining ground and its systems were chosen by Portugal's futures and options market.

This confident picture looks as if it continues to be in place this year. Meff Holding posted a 13.5 increase in contract volume between January and August over the same period in 1995.

It is an open question, however, whether this track record is enough to see Spain's derivatives markets through to continued success in a euro framework. "There is no consensus about what will happen with Monetary Union," says Mr Pablo de Diego, a board member of Meff Holding. "In a worse case scenario Life [London International Financial Futures Exchange] could take all the business."

But, based on the feeling among Meff directors, shareholders and clients is that, albeit in a possibly changed form, the Spanish derivatives markets are here to stay. Meff may be dwarfed by Life but it has met the London exchange's challenge before and it emerged successfully from the scrap.

Meff RF in Barcelona coped with a Life launch of a contract on 10-year Spanish bonds by implementing strong cuts in commissions and by demanding, and getting, increased support from

its members. The market makers pumped in liquidity and narrowed the spreads while Meff built up client loyalty by delivering effective clearing, high quality service and attractive pricings.

The upshot was that the reference for the 10-year *bono* stayed in Spain. The victory, however, does not in itself assure Meff a future. Conventional theory has it that Emu and the euro, by killing off sovereign bonds, will break specialist and peripheral markets: with the loss of its star *bono* product, Barcelona's derivatives exchange could be forced to wind up its business.

In practice, Meff RF shows every intention of confounding those who predict its eventual demise. In June, Barcelona's derivatives market entered the cross market bond spread trade by designing contracts called Diff that are based on the price differential between long-term government bond futures contracts of Germany, France and Italy with respect to the 10-year notional *bono* that it trades.

The essence of the product is that it eliminates the need to deal in two different futures contracts simultaneously in order to obtain a spread position and that it therefore both cheapens the contract and eliminates execution risk. Meff claims that thanks to the price sensitivity adjustment that is

achieved by trading the *bono*, the Diff contract is converted from a price spread into a yield differential spread.

Active Diff promotion by Meff RF's market makers, who emphasised the hedging and arbitrage possibilities of the new product, ensured that the volume of Diff contracts increased rapidly as soon as they were launched to more than 2,000 contracts a day. While it is still early days for the product the Barcelona exchange expects a steady increase in its business volume.

Innovation is one factor that looks set to nurture Meff's continued good health in a single currency environment. Client loyalty is another. "There are a lot of institutions who have operated profitably, efficiently and comfortably with Meff for some time now," says Mr Antonio García Rebollar, chief executive of Renta 4. "They are going to be providing the support it needs to keep it going."

Looking ahead to the single currency environment with all the impediments that such forecasting involves, there is nothing to suggest that Meff technology and expertise will be unable to tap new clients among the domestic institutional funds with new products in the swaps and the over-the-counter niches of the derivatives industry.

Stock market: by Tom Burns

Rising to new heights

The Popular government and tax reforms have stimulated Madrid's Bolsa

The general index of Madrid's Bolsa hit an historic high in June, corrected itself less than did other peripheral stock exchanges in the summer and is now back at record levels. It could, at last, be time to begin taking the Bolsa with far greater seriousness than in the past.

The overriding reason for a new perspective is that the pro-market sentiment generated by Mr José María Aznar's centre-right government has rapidly delivered two technical reasons for reassessing views about the Bolsa: bigger trading volumes, which means greater domestic support and more liquidity, and new issues, which means more opportunities and a wholly changed Bolsa profile.

The formation of a Popular party government in the spring was the best thing that could possibly have happened to the Bolsa. The new economic team understands that the stock exchange is a vital ingredient of growth in a way that the previous Socialist party

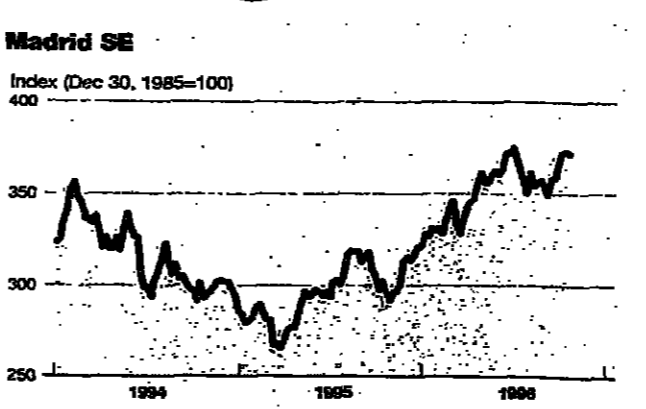
government, beset as it was by ideological mind wars, was incapable of comprehending during its nearly 14 years in power.

Within weeks of taking office, the government radically altered the tax treatment of Bolsa investors by abolishing tax on the first Pt200,000 (£1,000) of capital gains obtained in a fiscal year from the stock market and by instituting a single flat rate 20 per cent tax on all subsequent Bolsa income. Previously Bolsa earnings were taxed as regular income and liable to the top marginal tax rate of 56 per cent.

The Pt200,000 level tax break is a considerable benefit for a wide segment of small Bolsa investors who have some Pt2m invested in the equity markets and who, under the previous fiscal guidelines, were liable to an average tax of some 35 per cent on their Bolsa earnings.

The Popular party government does not talk about people's capitalism in the way that conservative governments under Mrs Margaret Thatcher did in the UK during the 1980s but the effect of its Bolsa legislation could be a similar one.

Brokers believe the investor-friendly tax guidelines could double the numbers of small savers playing the



equity markets. The disposal by the previous Socialist party government of 10 per cent of Telefonica a year ago attracted around 550,000 individual small investors to the retail tranche. The big domestic banks, who have their finger on the pulse of the retail trade, believe that with the new capital gains tax rulings a million small savers could buy into a new Telefonica placement.

The retail trade traditionally occupies the centre stage of the domestic tranche in all Spanish listings and, if the domestic banks are right, it will continue to have a dominant weighting. In addition the domestic institutional funds

are also growing fast and they, too, will provide considerable support for the market. The broad picture is that there has been a recent and radical switch from bank deposits to investment funds and that this change in the structure of domestic savings is being fuelled by the Popular party government. Nevertheless, only a paltry proportion, some 2.5 per cent, of the funds under management is routed towards equity investments.

when they were so manifestly wrong in the past?

One reason why the insiders could be on track this time around is that the fixed income-equities playing pitch has now been levelled. An investment culture had for too long been formed by benchmark lending rates in excess of 15 per cent and by a public sector borrowing requirement that multiplied year after year. This is no longer the case.

The government's commitment to reducing the deficit, the low interest rate and the low inflation rate environment and, most importantly, the commitment to continue budget rectitude under the framework of the economic and monetary union (Emu) convergence, makes the domestic equity market more attractive than it has ever been in the past.

This claim is not far fetched. The proof lies in the pudding and in less than six months two new listings have driven home the point that the Bolsa is undergoing a long overdue sea-change.

The first listing was a global initial public offering by Sol-Mellá in June that raised \$275m in fresh capital and put 40 per cent of the Majorca-based, family-owned hotel group on the Madrid market. The second, which is scheduled for next month, will put 45 per cent of Telepizza, the leader of Spain's home-delivery pizza seg-

tic and international investors.

The eye-catching feature of the IPO by Sol-Mellá, which is ranked 17th among the world's hotel groups, was that it marked the first time that a family group had gone to the equity market in order to raise capital. Telepizza's IPO also breaks new ground because the listing of a small cap growth company constitutes a novelty on the Bolsa.

Both listings, moreover, brought new sectors on to the Madrid market. Strange as it may seem for an economy that earns more than 10 per cent of its GDP from tourism, there was not a single bona fide leisure group listed on the Bolsa until Sol-Mellá decided to tap investors. And despite the 30 per cent annual growth in the Spanish fast food market over the past four years, Telepizza, which has had a market capitalisation in the Pt230n-Pt27.3bn range, is the first company in this sector to be listed.

Sol-Mellá and Telepizza have set a pace that was unknown before on the Bolsa. Within the next six months there could be between 4-6 more small-to-medium capitalisation listings and there are a further 10 companies, according to Bolsa insiders, seriously considering IPOs. In the past, one new listing a year on the Bolsa was considered a good average.

Exchange rate at June 30, 1996: US \$ 1 = 128.20 ptas.

CONSOLIDATED FIGURES as of June 30, 1996 (Amounts in millions)	
Shareholders' Equity and Minority Interests	Ptas. 313,219 (US \$ 2,443)
Customer Funds	Ptas. 2,590,230 (US \$ 20,205)
Total Assets	Ptas. 3,516,580 (US \$ 27,430)
Loans and Discounts	Ptas. 2,118,321 (US \$ 16,524)
Net Income for the period	Ptas. 32,251 (US \$ 252)
Net Return on Average Equity (ROE)	20.97%
Net Return on Average Total Assets (ROA)	1.92%
Number of employees	12,504
Number of branches	1,857

REGISTRO

Industry Transition

Com

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in Spain

LOGISTICS

Many in the logistics sector acknowledge the need to improve the quality and range of services which they provide. But they point also to the need for their customers to understand the importance of logistics and to deal with it at a senior level.

Charles Batchelor reports

Industry in transition

Logistics is an industry in transition. At company level, distribution and logistics managers are trying to get their message - and, if possible, themselves - into the board room. At national level, small and medium-sized companies are merging to form larger groups. And on the international stage, national suppliers are struggling to build cross-border networks.

Controlled warehouse in Schiffhausen for Kraft Jacobs Suchard, the chocolate, confectionery and foods group. Every night, between midnight and 2am, 800 orders are "picked" from the range of more than 2,000 items on the racks of pallets and are prepared for despatch the next morning.

Consignments can range in size from a postal package to a container load. Although responsibility for running the warehouse and keeping its customers satisfied has been handed over to Danzas, stock control in the warehouse is mirrored by controls at K&S and the manufacturer can check Danzas's books at any time. The contract is on a cost-plus basis, which means savings are shared between the two companies.

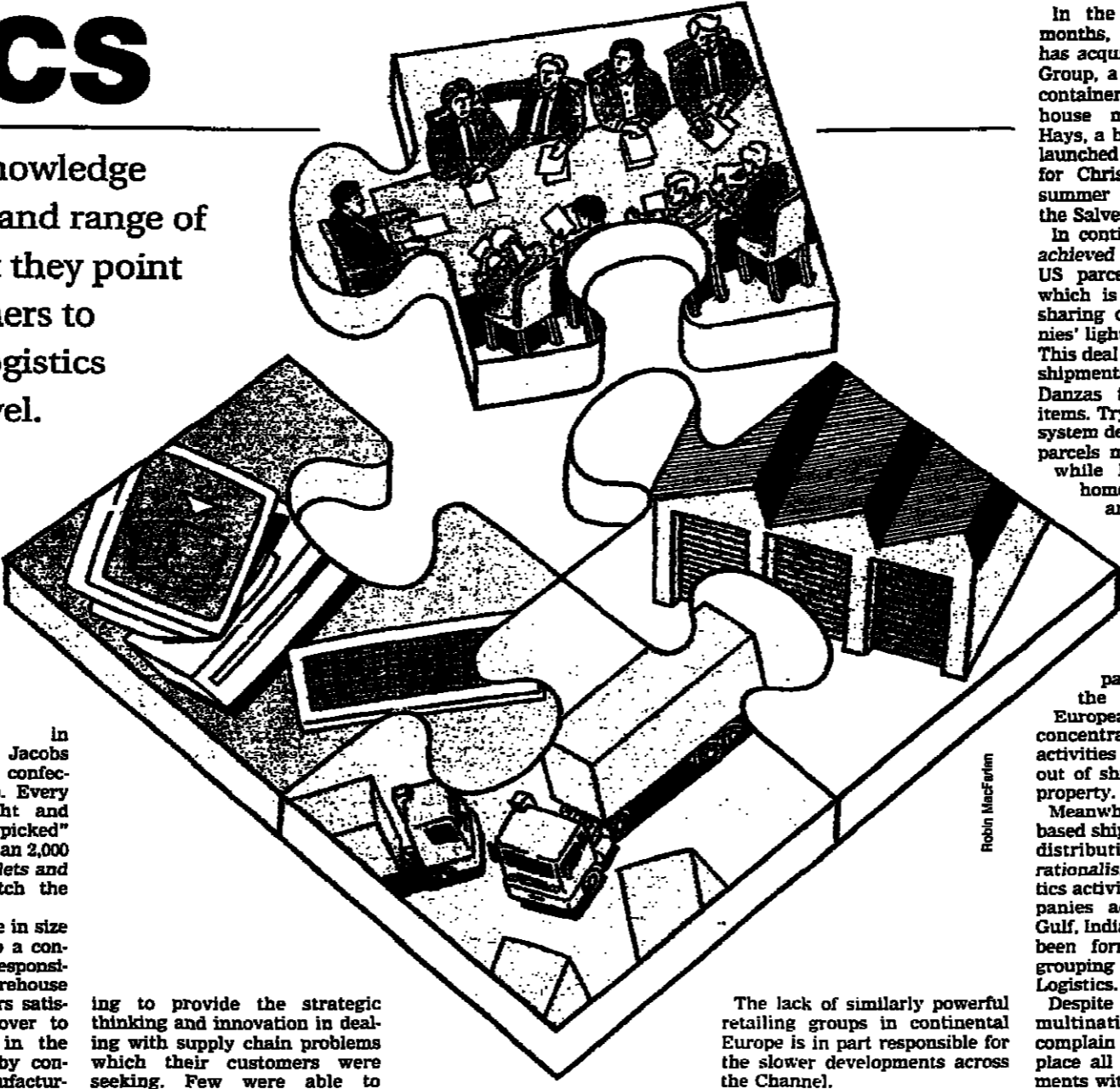
Danzas advances this as an example of how logistics arrangements should work but relationships are not always so smooth. A recent survey of 300 UK logistics suppliers, by P-E International, a consultancy, revealed significant levels of dissatisfaction with the quality of services provided.

The survey, the third in a series repeated every three years, found a decline in the quality of the service offered due to poor management and insufficient controls. Logistics suppliers were also failing to provide the strategic thinking and innovation in dealing with supply chain problems which their customers were seeking. Few were able to provide cross-border services.

One-third of the companies surveyed were dissatisfied with the general level of service provided, while three-quarters said they would seriously consider changing their logistics suppliers over the next three years. Many in the logistics industry acknowledge the need to improve the quality and range of services which they provide. But they point also to the need for their customers to understand the importance of logistics and to deal with it at a senior level within the company.

"Logistics is cross-functional," says Mr David Quarmby, a former joint managing director of J Sainsbury and current president of the Institute of Logistics. "All the top people in a company need to be logistics literate. No organisation can afford to have its logistics thinking done by a third party. It needs someone within the company to set the targets and build the framework," he told the Institute of Logistics annual conference.

Sainsbury and the other large supermarket groups can claim to have played a considerable role in creating the logistics sector in the UK. Their demands for improvements in deliveries, cuts in stock levels and reductions in costs brought together a previously fragmented haulage and distribution sector.



In the UK, in the past 18 months, Securicor Distribution has acquired the Russell Davies Group, a company with a large container distribution and warehouse management business. Hays, a business services group, launched a £1.2bn takeover bid for Christian Salvesen, in the summer but was beaten off by the Salvesen management.

In continental Europe, Danzas achieved a tie-up with UPS, the US parcels group, in a move which is aimed at achieving a sharing out of the two companies' light and heavy operations. This deal will leave UPS to move shipments of up to 70kg while Danzas takes on the heavier items. Trying to fit pallets into a system designed to move express parcels made no sense for UPS while Danzas was more at home operating warehouses and forklift trucks.

In Scandinavia, BTL, one of the two largest Swedish distribution companies, acquired a Finnish transport group, Huolintakeskus, in April as part of its expansion into the Russian and east European markets. BTL has concentrated on its logistics activities in recent years, pulling out of ship-owning, finance and property.

IN THIS SURVEY

- The environment: The logistics industry is responding to growing political and legislative pressures. Profile: J. Sainsbury Page 2
- Developments in Europe: A number of factors are driving a shake-up in supply chain management throughout Europe Page 3
- The role of rail: Growth remains constrained by the lack of flexibility in Europe's rail operations
- Case study: Rover Group and Exel Logistics Page 4
- Warehousing: Accuracy in picking and order fulfilment are now regarded as crucial
- Electronic Data Interchange: Information Technology is starting to transform the business of logistics, giving managers the chance to operate with increasing efficiency Page 5
- Air cargo: As international logistics systems become ever more sophisticated, the many parties involved in air cargo operations are redefining their respective roles Page 6

Production Editor: Philip Sanders

expensive," he forecasts. "The winners will be those with the best systems." At present, no one can provide a truly global logistics service but the solutions are becoming clearer. Mergers, partnerships and other alliances will be needed to acquire the necessary international reach. British logistics groups pride themselves on the degree of sophistication of the services they provide but they may lack the spread of activities to achieve international success, warns Mr Mark Bedeman, a logistics adviser to UK accountancy firm Coopers & Lybrand. "The UK is technically strong in logistics but strategically weak in intermodal skills," he says. "British companies are very strong in one mode - road transport - but they lack air freight experience; they don't have contacts with the shipping lines; and they don't carry out freight forwarding."

Meeting these challenges will make for a testing time in the years ahead but the industry has already come a long way over the past 15 years. It has managed to integrate the traditional activities of haulage and warehousing - "lorries and sheds" - with a more modern arrival: information technology. Computer systems allow a company to locate a product in its warehouse, to devise a delivery schedule which makes the most efficient use of its vehicles, and to track a consignment on its way to its final destination. Managing the supply chain in this way can lead to considerable savings in the amounts of inventory which must be held.

Involving outside suppliers of logistics services frequently involves very close working between the companies involved and a high degree of trust. For the past six years, Danzas, the Swiss logistics group, has operated a temperature-con-

rolled warehouse in Schiffhausen for Kraft Jacobs Suchard, the chocolate, confectionery and foods group. Every night, between midnight and 2am, 800 orders are "picked" from the range of more than 2,000 items on the racks of pallets and are prepared for despatch the next morning.

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2 LOGISTICS

Environmental Issues: by Michael Terry

Cleaning up the pallet

Contractors are responding to political and legislative pressures

By introducing a worldwide standard for the packaging of components in transit between its suppliers and factories, office equipment manufacturer Rank Xerox claims to be saving \$2m a year.

Previously, the company used 25 different types of pallet and 8,000 box sizes. It disposed of about 110 tonnes of packaging waste a day. Storage of in-bound goods was inefficient. Piece part damage was widespread and parts frequently needed repacking.

The project to rationalise the packaging, one of three introduced by the company to reduce the environmental impact of its logistics systems, is part of a growing trend by the logistics industry to respond to intensifying political and legislative pressure for environmentally sustainable industrial systems.

EC Directive 94/62 on packaging and packaging waste is an important force behind

the European logistics industry's efforts to modify its transit packaging policies.

To deter the disposal of packaging waste to landfill and encourage the use of less packaging, the directive obliges each EU member state to set up self-financing systems to recover the waste for recycling, conversion into energy or incineration.

By mid-2001, member states are required to recover up to 65 per cent of packaging waste and recycle up to 45 per cent.

But, according to Mr Anders Linde, chairman of Europen, the European organisation for packaging and the environment, the choices are not simple.

He says: "Reverse logistics must strike a balance between the resources saved and the extra energy and pollution required to collect them. The directive will increase product costs by up to 5 per cent. But its harmonisation of approach will stop countries raising unfair barriers."

Mr Jacques Fonteyne, managing director of the European Recovery and Recycling Association, says: "Changes to the law are forcing the logistics industry to look at new ways of packag-

ing and handling products. It must assess the environmental impact of disposing of its packaging."

Rank Xerox's world standard system of reusable, pallet and box modules for component supplies uses bar coding to track consignments. Reduced amounts of inner packing minimise waste.

Its environmental consultant, Kirstie McIntyre, said: "By closing the packaging loop we have eliminated the need for wasteful or harmful disposal. We have reduced the amount of new packaging that needs to be purchased. Receiving accuracy has been improved. Parts damage has been almost eliminated."

To cut packaging costs by a further \$1m a year, Rank Xerox is now introducing a landfill levy, is completing a consultation on plans for dealing with packaging waste. The proposed self-financing system, which would be administered by industry, is expected to come on stream next year. It places responsibility on the producers who, according to their place in the packaging chain, must recover a predetermined share of the packaging waste they generate.

Germany pre-empted the EC packaging waste directive by two years, placing the onus for national recovery of the waste on the manufacturers that package the products. Four years later, its packaging material has

been cut by more than 5m tonnes a year.

Logistics contractors in Germany now need to include packaging waste recovery arrangements as part of their operation. At the in-bound logistics centre at Eisenach, in eastern Germany, which its runs for German car manufacturer Opel, logistics contractor P&O Trans European dedicates a trailer for each component supplier's packaging waste. Suppliers collect their filled trailers as a return load.

Some consignees take their suppliers' waste to the local authority depot themselves. To cover the cost, they discount their payment for the goods.

The UK government, which this month introduced a landfill levy, is completing a consultation on plans for dealing with packaging waste. The proposed self-financing system, which would be administered by industry, is expected to come on stream next year. It places responsibility on the producers who, according to their place in the packaging chain, must recover a predetermined share of the packaging waste they generate. Companies can choose

between making their own recovery and recycling arrangements or joining an industry-run scheme.

A government spokeswoman said responsibility for recovering transit packaging waste would lie with the company that applied the packaging to the product.

Recording company EMI Music also views returnable systems as a way to reduce transit packaging. It is carrying out test deliveries of CDs, tapes and records to leading shops in London's West End, using specially designed, flat-pack boxes made from toughened cardboard. It is discussing with its national carrier, express parcels operator Parceline, how the boxes can be used for deliveries to other UK customers. The challenge is to develop a fool-proof system for return of the boxes.

Although packaging is being placed higher on the logistics industry's agenda, lorries continue to make the environmental headlines. Truck builders must now fit engines that meet the much stricter Euro II exhaust emissions standards. Truck drivers must fill up with low-sulphur diesel.

However, research by Cranfield University shows that the European companies' trend for more focused

production and sourcing from further afield has doubled the average length of lorry journeys over the past 30 years, dramatically increasing the levels of pollution. And it is happening despite industry efforts to mitigate the effect of emissions through more efficient vehicle utilisation.

The Freight Transport Association, the industry's leading trade organisation in the UK, claims that the number of lorries in Britain fell by 25 per cent between 1968 and 1994 and the average volume of work by a lorry, measured in tonne-kilometres a year, has increased by 300 per cent.

It says that careful journey planning and exploitation of return journey opportunities has reduced empty running in the UK to 25 per cent. The European average is 30 per cent.

Mr Sean Flunkett, distribution director at EMI Music, speaks for industry as a whole, however, when he says: "Sound environmental practice brings major cost benefits."

For the first year of its transit packaging recycling scheme, Tesco, the UK supermarket chain, expects to report profits of £20m from the sale of waste, despite losing £1.5m a year on reusable plastic trays that go missing.



UPS has a fleet of low-emission Compressed Natural Gas vehicles

PROFILE J. Sainsbury

Spending has been scythed

For the past two years the UK's logistics companies have complained about the highly competitive nature of their markets as their profitability has fallen rapidly.

The main culprits have been the British supermarket chains which, facing their own price war, have taken a scythe to their distribution bills.

J. Sainsbury, the UK supermarket group, has been at the forefront of this drive. Mr Bob Parle, Sainsbury's director of distribution operations, reckons that the group has cut its distribution costs by 25 per cent in real terms since 1992.

The savings have been achieved partly by taking a greater proportion of its business away from third-party distributors, and running it in-house.

While the bulk of the group's primary distribution - that is, from suppliers - is outsourced, more than 40 per cent of secondary distribution, to the actual stores, is handled by Sainsbury, and Mr Parle would like to see that level increase.

The rationale for having a mix between in-house and third-party used to be the flexibility it gave a company if there was a labour dispute. But now retailers use in-house operations to "bench-mark" what the costs should be for the rest of their distribution and to experiment with new ideas.

Improved computer technology has also helped reduce the distribution bill. Mr John Rowe, logistics director, says Sainsbury's invested £50m over the past three years on developing its own, customised computer systems - "Sabre" for its stores and "Scion" for the depots. "This has allowed us to be much more clever about the utilisation of our assets," he says.

Costs have also been cut by making better use of the group's vehicles. Instead of having particular fleets dedicated to individual routes, the vehicles now do more flexible journeys, collecting from suppliers, delivering to a depot and then picking up another load for a store, before returning to the supplier.

The effect of these "triangular" journeys, as Mr Rowe calls them, has been to cut the size of the in-house fleet by one third in the past four years.

The group's goal is to

keep the annual rise in distribution costs below inflation each year. However, to the relief of its third-party distributors, Sainsbury is now focusing its attention on other parts of the distribution process to try and reduce costs.

"The squeeze has tended to come in the middle - now we are looking at the two ends: the stores and the suppliers," Mr Rowe says. He estimates that 50 per cent of the costs are incurred on "the last 100 yards from the back of the store to the front of the shelves".

The goal, therefore, is to try and minimise the work that needs to be done, such as checking, sorting and storage, at the actual supermarkets. That means more accurate stock selection at the warehouses using scanning technology and swifter response times for orders. It also means that the stores need to improve their forecasting about customer demands.

Over the past few years, the group has reduced from three days to two the time it takes between a supermarket ordering a perishable product, such as yoghurt or poultry, and that product being available to customers. It is now looking to halve that time.

On the supplier's side, Mr Parle says the Sainsbury group is trying to improve links with food manufacturers so that it is easier and cheaper to do business with the group. Sainsbury is also on the board of ECR, an industry group which brings together suppliers and retailers to investigate ways of reducing costs.

As it expands its operations, the group is increasingly keen on owning its own distribution sites, rather than leasing them. This gives the group greater control over location and Sainsbury faces a lower cost of funding than most third-party distributors. The new site which Sainsbury is looking to develop in Scotland will be built and owned by the group.

One important challenge ahead is the increasing demand for products from continental Europe which brings with it significant distribution costs. The group is gradually extending its logistics operations on to the continent.

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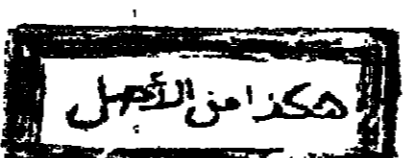
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Gillette razor plant, London. 'EDI may speed up communications and take away some of the administrative chore. But the cost deters'

Developments in Europe: by Michael Terry

Revolutions progress

A number of factors are driving a shake-up in supply chain management

The fact that 132 out of 150 companies in a Europe-wide survey, published earlier this year, have been carrying out significant overhauls of their supply chains, affirms the growing importance of logistics to the way European companies run themselves.

The survey, by management consultants KPMG and the Economist Intelligence Unit (EIU), says: "European supply chain management is undergoing two related revolutions."

"The first, a global phenomenon, is the growing interest in supply chain integration, both within and outside companies, as they apply new strategies and management techniques backed by the latest information technology."

"The second is concerned specifically with Europe: the trend towards greater geographic integration of supply chains in many industries, as manufacturers and retailers grasp the opportunities created by the removal of barriers to cross-border movement of goods within the expanding European single market."

US-owned medical supplies company Baxter International, which delivers direct to hospitals, has reduced its European warehouse network from 35 national facilities to five regional ones serving the UK and Ireland; Scandinavia; Benelux; France, Germany, Austria and Switzerland; Spain; and Italy.

Other forces driving European supply chain re-organisation are:

- Avoidance of expensive stocks of obsolete goods resulting from shrinking product life cycles;
- Post-merger integration; and
- Rationalisation of the European manufacturing base.

Re-organisation can be part of a much larger, strategic, project. US-owned white goods manufacturer Whirlpool, which moved into Europe in response to the global strategy being adopted by the Swedish electrical goods manufacturer Electrolux, began by overhauling its manufacturing base before moving on to its information and logistics systems.

Despite a slower-than-expected reaction to the EC single market, more and more European companies are beginning to move away from managing their supply chains at just a national level. They are reducing the number of manufacturing sites and moving towards

fewer warehouses and stocking points. And they are setting up multi-country distribution centres or, in some cases, pan-European and global ones.

Of the respondents to the KPMG/EIU survey, 37 per cent operate European distribution systems and 26 per cent operate national distribution systems. Fifty-six per cent said they previously operated national systems. The proportion of global systems has increased to 16 per cent and that of companies with a mix of national and regional systems has risen from 14 per cent to 21 per cent.

Reorganising a supply chain is as much to do with restructuring a company's operating processes as with re-designing its physical distribution networks.

Because of the continuing need to balance its European supplies with demand, US-owned computer equipment supplier, Hewlett-Packard, has radically reformed its demand forecasting and planning system. When its sales targets were set by just adding a percentage to the previous year's figures, projections by the sales force resulted in under-production. Now, the company estimates the size of the total market and bases its production on what it realistically thinks will be its market share.

Companies are also seeking to improve their order processing systems and times. At chemicals group Dupont de Nemours International, customers' orders used to pass through many hands and were subject to adjustments before they reached production.

As a result, customers seldom received exactly what they had requested.

Now, the orders come in direct to the factory by telephone, and the customer link has been merged with production scheduling to ensure that the company can schedule correctly.

Some companies are reorganising their supply chains so that production meets orders rather than replenishing inventories. But, because it is only possible where the order-to-delivery lead time is longer than the production cycle, producers of fast-moving consumer goods are ruled out.

A survey** of 1,000 European companies by management consultants A T Kearney, shows that companies in the automotive industry expect average order cycle times to improve by 38 per cent between 1992 and 1997 as a result of integration: a reduction to 18 days.

Companies in the pharmaceuticals industry anticipate that their average order cycle times will reduce to eight days by 1997: an improvement of 20 per cent.

The survey says that man-

ufacturers of electrical machinery and appliances expect to deliver 96 per cent of their orders on time by 1997, compared with 90 per cent in 1992.

The order cycle time for all European companies taking part in the survey is expected to drop by an average 57 per cent to 10 days.

Logistics managers agree that for IT to support supply chain integration, the information systems must themselves be integrated. But they insist that IT should not be allowed to dominate logistics. It is the process changes themselves that should determine the changes in the information systems.

Two-thirds of the companies in the KPMG/EIU survey are integrating their IT systems so that different geographic and functional units can work together efficiently. Less than half of them envisaged greater centralisation.

The A T Kearney report says that IT is still being under-used as an aid to logistics integration, particularly in linking suppliers with their customers. It shows that in 1992, only 32 per cent of the respondents had computer-to-computer ordering with customers.

A further 33 per cent expect to have the link by installed by 1997.

In fact, it is only recently that supply chain integration has begun to focus on companies' upstream (suppliers) and downstream (customers) relationships.

Of the KPMG/EIU survey respondents that are reorganising their supply chains, most - 74 per cent - say they are setting up electronic data interchange (EDI) links with their customers to transmit purchase orders, shipping notices, invoices and remittance advices.

Retailers, especially the grocery trade, are the main promoters of EDI. But Mr David Harland, in charge of materials management at Gillette, US-owned manufacturer of razors and personal care products, considers the take-up to be slow.

He says: "Where cycles are very short, EDI is essential. For products like ours, it is hard to justify. It may speed up communications a bit and take away some of the administrative chore. But the cost deters."

Because of eastern Europe's growing importance, companies are establishing manufacturing or distribution facilities in the region. A survey*** by the Institute of Logistics and management consultants, PE Consulting, shows that two in five of the companies surveyed have facilities in the region while a further third expect to set them up in the next three years.

It says North American companies are the most advanced in developing into eastern Europe.

Far Eastern companies are expected to catch up during the next three years but European companies are the least likely to develop in this way.

Infrastructure in the region is poor and distances are enormous. Warehouses and materials handling equipment are generally not up to western European standards.

US-owned household and personal care products manufacturer Colgate-Palmolive is overhauling its eastern European logistics systems as part of a strategy to eventually supply central and eastern Europe from factories sited within the region.

Mr Dave Nelson, Colgate-

Palolive's associate director of manufacturing strategy says: "Colgate-Palmolive is used to the sophisticated distribution systems which operate in western Europe."

"The system in eastern Europe has to be significantly improved if it is to properly meet the growth projected for the region."

Supply chain management: Europe's new competitive battleground is published by the Economist Intelligence Unit in co-operation with KPMG Management Consulting. Price: £295 (+VAT). Available from the Economist Intelligence Unit. tel: +44(0)171 830 1007.

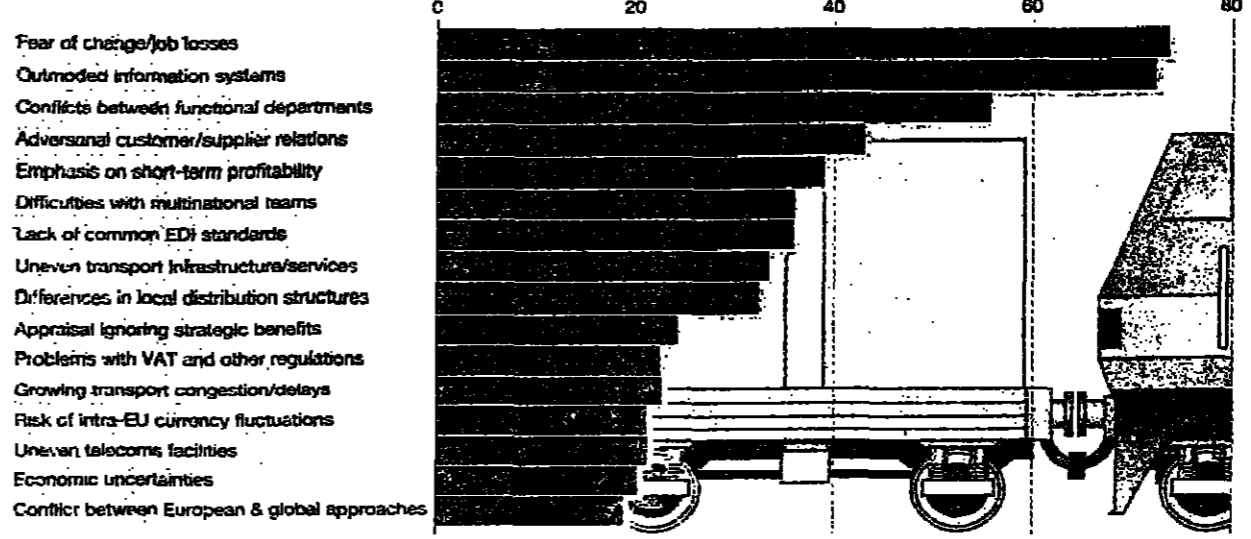
Logistics Excellence in Europe was prepared by international management consultants A T Kearney (tel: +44(0)171 468 8000) on behalf of the European Logistics Association.

Logistics in Europe: the Vision and Reality was prepared by PE Consulting in association with the European Logistics Association and the Institute of Logistics (tel: +44(0)1536 205 500).

Supply chain management

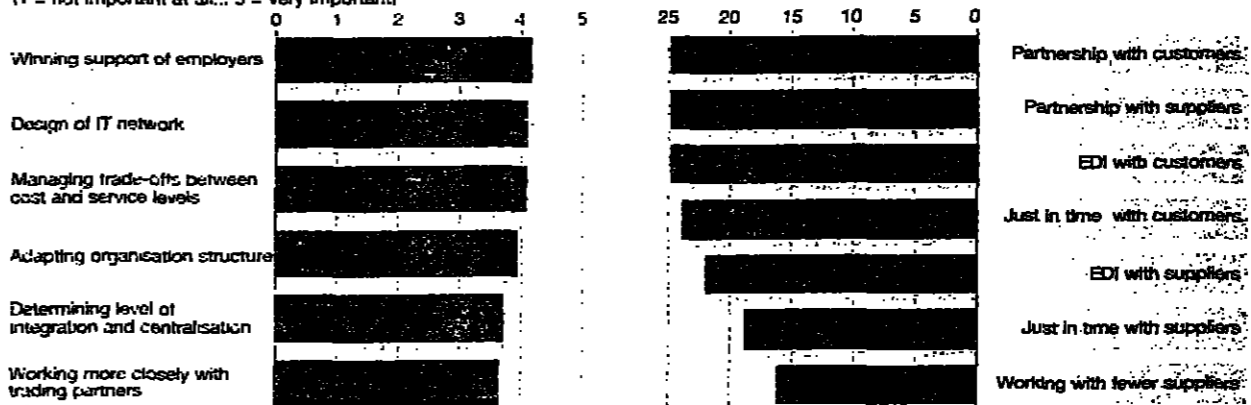
Barriers and obstacles

What are the major barriers and obstacles to rationalising chains in Europe? (%)



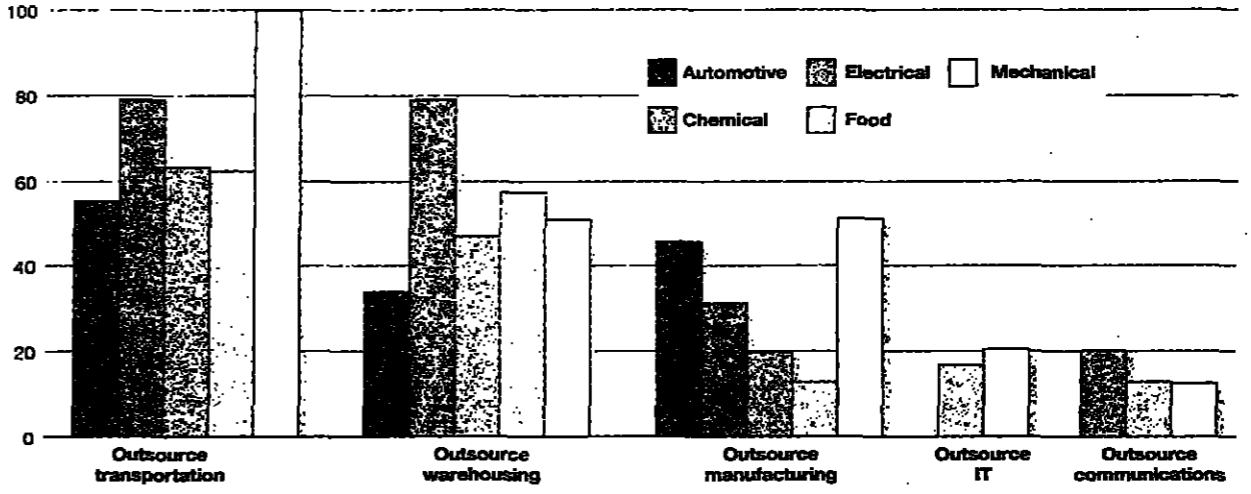
Major issues

How important are these issues in planning and implementation? (1 = not important at all, 5 = very important)



Outsourcing patterns by industry

Which of the following feature in your supply chain re-engineering? (%)



Source: Economist Intelligence Unit/KPMG "Supply Chain Management" (0171-830-1007)



- vision
- timing
- dexterity
- experience

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David Harland: 'Where cycles are very short, EDI is essential'

LOGISTICS

The role of rail: by Charles Batchelor

European hitches

UK commercial pressures and European Commission activity may help

Many companies are keen to make use of rail to demonstrate their environmental credentials and to overcome the increasing delays involved in using the congested road network. In some instances, even when rail involves a longer journey, the certainty that a shipment will be there at the appointed time can make it an attractive option.

But significant growth remains constrained by the inflexibility of railway operations throughout Europe. The railway industry needs to move quickly to capitalise on the expectations awakened by the shift to privatisation or the opportunity may be lost.

Governments are keen to encourage a shift to rail, to meet their targets for cutting pollution and to reduce congestion on their roads. But it will be a difficult task to reverse the long-term decline of rail, down to just 7 per cent of total freight transport in the UK from 42 per cent in the 1950s.

In the European Union as a whole, rail's share of the freight market has fallen from 32 per cent in 1970 to 16 per cent.

Britain is not the first European country to dismantle its state-owned railway company but it has carried the process the furthest. Britain is implementing many of the changes which the European Commission hopes to encourage throughout continental Europe.

The main problem for British companies seeking to make domestic shipments is the relatively short distances involved. High handling charges at each end of the rail section make the use of rail difficult to justify. Putting the railways into the private sector has meant that loss-making freight shipments can no longer be cross-subsidised by other activities. Every freight journey must cover its costs and

provide a return on the investment.

English Welsh & Scottish Railway, BR's former Trainload Freight division which is now owned by Wisconsin Central Transportation of the US, is attempting to negotiate more favourable rates with Railtrack, the owner of rail infrastructure. EWS also wants Railtrack to provide a more transparent method of calculating charges. At present shipments must be individually negotiated, a process which can take several months.

The problem of balancing the books on freight shipments has been exacerbated by the difficulty in obtaining the government subsidies which are available. An investigation by the National Audit Office into the freight facilities grant, which funds freight terminal equipment, found that the Department of Transport had spent only £32m out of the total of £70m available between 1985 and 1996.

Few freight operators have been able to provide sufficient proof that the projected volumes of traffic will materialise so even mildly speculative attempts to create new business have been turned down for funding. The position is about to change, however. The transport department promised last month to be more sympathetic in its treatment of grant applications while the subsidy rate for shipments transferred from motorways was increased from 5p to 20p per mile.

The modernisation of the UK freight market has also been held up by slow progress in privatising BR's freight businesses. This was due largely to the scale of their losses and the need to restructure some of their operations. But the sale is now largely complete and the only remaining business to be sold is Railfreight Distribution, which moves containers through the Channel tunnel.

Channel tunnel shipments have been growing steadily, although not at the rate which was originally forecast. They have been hampered in part by the thoroughness of the security procedures which the British and French governments have insisted upon, although these are being eased.

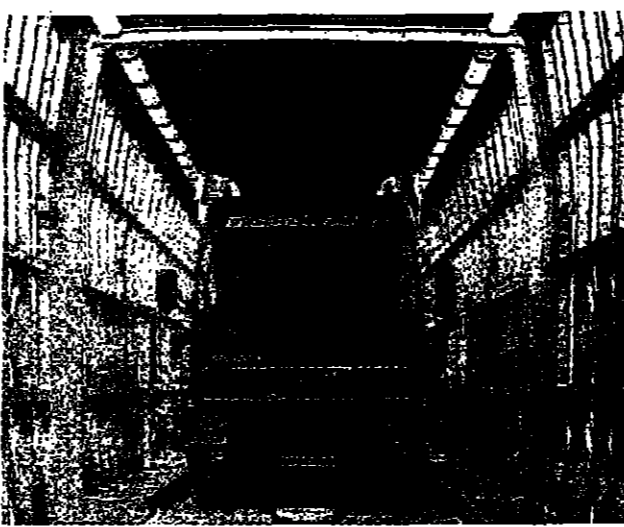
They have also been hit by the ferocity of the price war between Eurotunnel, operator of the Channel tunnel, and the ferries, which has

seen cross-Channel tariffs plummet. It can therefore be far cheaper for a shipper to send consignments by road to the tunnel terminal, through the tunnel by freight shuttle, and then on by road, rather than using rail for the entire length of the journey.

Egger, a German manufacturer of fibre board and chipboard, is to truck 40,000 tonnes of board a year from Germany to the UK via the tunnel shuttle service because it is cheaper than door-to-door rail movements. The relative decline of rail transport - for both freight and passengers - has spurred the European Commission into action. Mr Neil Kinnoch, the European transport commissioner, published a white paper entitled *A Strategy for Revitalising the Community's Railways* in July.

Despite growing unease about the damaging impact of road transport, rail's market share has continued to decline, the paper said. "The main reason is dissatisfaction with the price and quality of rail transport. Rail is not felt to respond to market changes or customers' needs, as other modes do. In fact the railways have been largely insulated from market forces."

Governments were partly responsible for this state of affairs because they interfered in management decisions and imposed obligations without compensating fully for the costs involved, it said. They failed to set



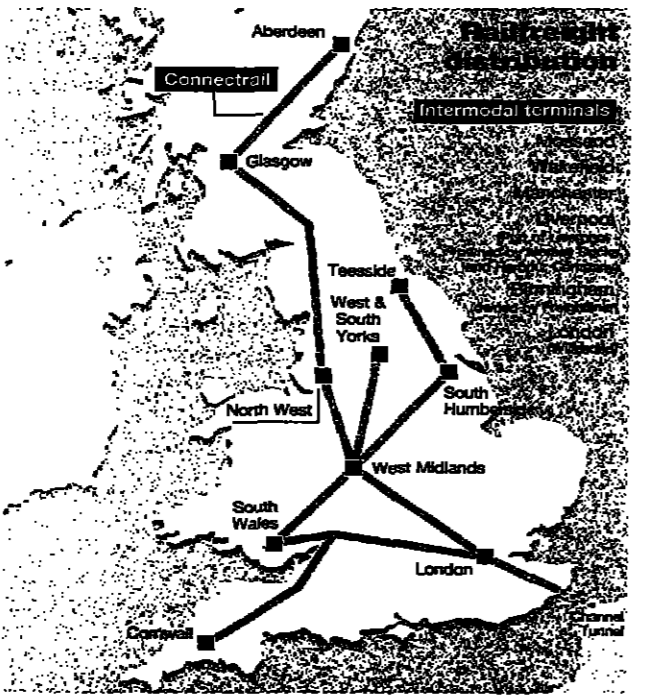
The price war between Eurotunnel and the ferries has hit shipments

clear financial objectives but subsidised losses or let debts pile up.

"The railways were spared difficult decisions but this ill prepared them for their long-term future," the paper's authors wrote. "A new kind of railway is needed. It should be first and foremost a business, with management independent and free to exploit commercial opportunities but answerable for failure." On the freight front, the Commission wants the creation of a network of "freeways" spanning the continent. At present the average freight train travels at just nine miles an hour and on a typical journey it is likely to idle in sidings for an entire afternoon waiting for border checks. It is likely to lose at least half an hour at each frontier, changing crews.

The freeways would provide open access to any carrier approved under a licensing system and would give equal priority to freight and passenger trains. The paperwork for making cross-border journeys would also be simplified. These measures should raise average speeds to just under 40mph and enable rail to compete with road.

Commercial pressures in the UK and Commission activity on the European stage may both bring about a more flexible, more financially viable freight railway. But shippers are looking for speedy action and there is a railway culture built up over decades to be overcome.



CASE STUDY Rover Group and Exel Logistics

Double-deck solution

Three years ago, Rover Group, the UK carmaker owned by BMW of Germany, decided to raise production targets for cars made in its assembly plant at Longbridge, south-west of Birmingham.

To achieve these targets, Rover needed to ship an increased volume of car body panels - plates of steel that make up the outside of the car - from its pressings factory in Swindon to the Longbridge site, a distance of 130km.

At that time, the group was transporting about 200 train wagons full of these car body panels every week to Longbridge, on a rail link between the two sites. By 1993, the group wanted to be able to send the equivalent of 700 to 800 wagons a week. On current rail capacity, however, it would only be able to move about 440 weekly wagonloads.

In seeking a solution to this logistics problem, Rover turned to Exel Logistics, a company which has worked with the car manufacturer on a number of projects.

Exel conducted a cost-benefit analysis, considering the alternative of turning to road transport.

"The economics of rail freight generally do not fit for most companies," said Mr Lee Pomlett, managing director of Exel's automotive division. "But in this particular example

you have high volumes with a reasonable level of predictability between two points that are rail linked already."

Mr John Johnson, distribution manager for Rover Group in Swindon, said: "The economics of railway freight are very good. To move an equivalent load by road is in the tens of per cent higher than moving it by rail."

Increasing the volumes moved by rail still posed a problem because the group needed to be able to do it without adding more train journeys or wagons. But because the wagons it was using were virtually filled to capacity, this meant, quite simply, that the group was running out of room.

"We were running out of deck space," says Mr Johnson. "So we decided to create a larger freight wagon."

Making this larger wagon, however, was not simply a matter of widening or deepening the freight cars, because UK rail regulations constrained the dimensions of the wagons.

Exel brought in a rail logistician who calculated the extra volume capacity needed per "move" - or train journey - between Swindon and Longbridge and came up with the specifications for what is effectively a double-decker rail wagon.

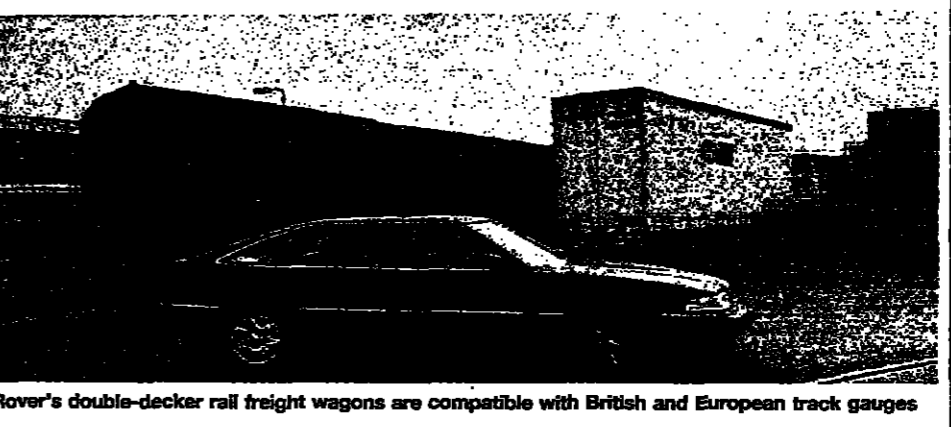
Technicians identified space between the wheels of the wagons which, in conventional freight wagons, constituted wasted space. After a worldwide search for a manufacturer, Exel recommended Rautaruukki, the Finnish state-owned steel company, which designed and built a new wagon.

The wagon has two floors, one of which can be raised after it is loaded, creating further space beneath the first floor. The roof slides to make loading easier, and the wagons are compatible with British and European track gauges, and also conform to regulations for the Channel Tunnel.

This flexibility was important, said Mr Johnson, so that the group could pursue a variety of distribution options in future years. To operate a rail freight wagon in the Channel Tunnel, the wagon's electrical cables must be coated in a specified non-toxic cable cover so that the cables would not burst into flame in the Tunnel.

"Exel discovered this requirement during the design process and we had to make some radical cost changes during the project," said Mr Johnson. "But if we had not noticed this requirement our wagons would be land-locked in the UK."

Motoko Rich



Rover's double-decker rail freight wagons are compatible with British and European track gauges

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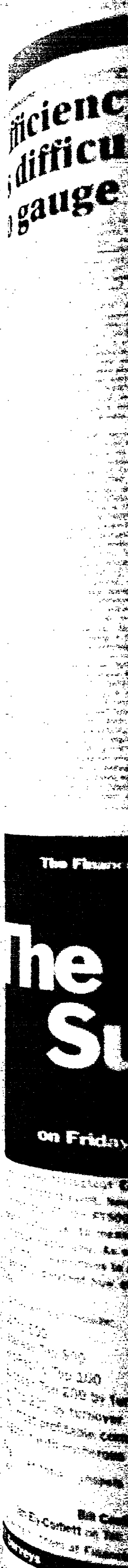
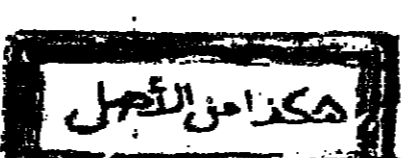


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Warehousing by Phillip Hastings

Efficiency is difficult to gauge

Before warehouse errors can be reduced, the mistakes have to be identified

Efficient management of warehousing activities is vital to most logistics operations. Accuracy in picking and order fulfilment, for example, are now regarded as crucial to good customer service.

Internally, too, companies recognise they need to closely monitor and control the whole process of goods reception, storage, picking and dispatch to achieve maximum cost efficiency.

One of the big problems for warehouse operators, though, is just how to produce consistent and meaningful figures which will help them accurately gauge the efficiency of their performance.

Warehouse managers admit that, all too often, the measurement of performance and quality of service produces figures which can be very misleading. Sometimes, they add, that confusion can apply as much to the warehouse management undertaking the measurement as it does to customers and other outsiders.

The extent of warehousing industry concern over such problems was highlighted when the UK National Materials Handling Centre (NMHC), a division of Cranfield Logistics, surveyed possibilities for benchmarking product picking accuracy.

In that context, it contacted a range of distribution organisations to investigate the extent to which they monitored warehouse error rates and how they tried to obtain usable figures.

"The response to the survey was unusually good - well in excess of 40 per cent," commented Mr Dave

Mellon, senior consultant with Cranfield Logistics.

"Of the organisations which responded to the survey, 96 per cent expressed an interest in an open benchmarking programme involving visits and exchange of data."

The NMHC survey found that the respondents using accuracy aids showed little correlation with an overall reduction in error rate or improvement in accuracy.

"This may well be due to the fact that generally, these companies were more exact in their monitoring techniques and perhaps were reflecting a more true picture of events," added Mr Mellon.

Supporting evidence for that last point emerged at a conference on warehouse accuracy organised earlier this year by the NMHC. Mr Michael Galley, quality and regulations manager for Vanhail Afterglow, told delegates that a change in the system for monitoring picking performance at the automotive industry organisation's warehouse in Luton, Bedfordshire, had produced a "disconcerting" result.

"Instead of showing an improvement, our recorded error rate appeared to rise," he said. However, he continued, that initial impression had proved to be slightly misleading. "In fact, rather than being a manifestation of a worsening trend, this increase actually represented the formal recognition of events which we had hitherto been somewhat ignorant of, or which we had tended to overlook. The errors had been there; we merely had not been acknowledging them formally," he explained.

Such problems are of increasing concern to all logistics managers. If carefully collated warehouse performance figures cannot be trusted, they say, how are



Measurement of performance and quality of service produces figures which can be misleading

they going to satisfy the demands both of their in-house peers and external customers?

According to warehousing industry experts, the problem is deep-rooted. Before warehouse errors can be reduced, they say, the mistakes first have to be identified and measured.

Both those exercises, it is suggested, often appear to be more of an art than a science, with the final performance figures depending very much on the criteria used to produce them.

Reinforcing that point, Mr Mellon referred to the example of a company which reported that it had an internal target for first time successful completion of orders of 93.2 per cent, while the performance against commitment figure was 92.3 per cent. However, when that performance was measured against what a customer actually required, the figure was only 45.5 per cent.

A similar point was made by the distribution development director for a leading stationery wholesaler.

He said that when measuring the quality of warehouse picking performance, there was more than one way to

express the same information. To illustrate his argument, he cited the example of a depot which picked 20,000 units a day. Those units could be found on 5,000 pick lines with a picking line typically comprising four boxes. The pick lines were generated from 1,000 orders and those 1,000 orders were delivered on 22 vehicles.

"Let us assume that 50 order lines fall under the definition of quality failure - a mixture of stock discrepancies and picking errors. We can express our failure in terms of lines picked - in this case, 1 per cent," he said.

"If we express this in terms of orders sent, the worst case is that the 50 lines could have been on 50 separate orders. In this case, the failure rate would be 5 per cent. If you go to the next step of total consignments delivered with the 22 vehicles, you may find it described as a 100 per cent failure. But if the 50 order lines represented 50 units, the rate would be as low as 0.25 per cent."

Just to further confuse the issue, he pointed out that statistics could also vary according to how a company

actually defined "failure".

Some companies, he said, only defined picking errors as failures. They left out cases where there was no stock on the shelf, presumably because in their view, warehouse performance was being measured, not systems.

Coupled with the requirement for improvements in physical warehouse operations such as picking is an ever-increasing demand for faster and more detailed information flows.

Dr Richard Ballard, a director with consultancy company The Logistics Business, claimed that one of the fundamental principles of materials management was that material flow and information flow must go hand in hand.

"Not only must a warehouse manager know where an item of stock is, but he or she must also know everything about that item as it applies at a given point in time and place," he said.

The monitoring and measurement of inventory, continued Dr Ballard, was not simply a question of checking stock. It was about knowing, at all times, everything which needed to be known about the stock to ensure the effective management of the warehouse.

Coupled with that was the reliable feedback of data for management of the business, including inventory control, sales order processing and invoicing.

The best warehouse management systems, he claimed, monitored the process rather than just the stock. "This means that monitoring and measurement take place after each action has occurred, thus highlighting errors immediately. If errors are eliminated, the idea of a periodic stock check becomes superfluous."

Electronic Data Interchange: by George Black

Critical information

Companies are starting to understand the potential of computers

Information Technology is starting to transform the business of logistics, giving managers the chance to operate far more efficiently. And perhaps most significant of all the technological advances is the increasing adoption of electronic commerce, or electronic data interchange (EDI) by distribution companies.

Electronic commerce has been spreading steadily for more than a decade and is beginning to influence the business of distribution radically.

Timely delivery of goods is ever more crucial in a world in which their shelf-life is shortening. The shelf-life of electronics goods has reduced from years to months; that of fashion goods and toys can be just a few weeks.

If part of that brief shelf-life is wasted because goods are stuck at an airport or a distribution centre, then much of the cost of production may be thrown away. To make sure this does not happen requires better information systems.

"Logistics managers are realising that transport of goods is only part of the problem; it is information about the process which is the critical element," says Ms Theresa Reff, a manager for Mercantile, the logistics arm of Danish shipping company A.P. Moller.

Until recently, many large manufacturing companies neglected the development of freight handling systems. Some are still operating fairly primitive clerical systems and are often hampered by poor communications between departments. But now companies are starting to understand more clearly the potential of computers to support logistics.

And are developing new systems in-house or in some cases outsourcing the whole operation to experts.

Their objective is to be able to track goods all the way from the place where they are produced to the store where they are sold. In many cases, they are looking for logistics partners who understand their businesses and can help them operate information systems rather than just carry out transportation.

"The big advantage of EDI in logistics is that being able to track consignments allows you to schedule and plan better," says Dr Roger Hill, chief executive of the Electronic Commerce Association. For example, courier company Federal Express last year opened up its systems



The barcode system of tracking products is constantly evolving

to allow customers access via the Internet to check for themselves where their packages are.

Mr Antony Francis, FedEx's vice-president of logistics and electronic commerce, says US customers can now prepare their own shipping documents and order a courier online. Before long, it will be possible for customers to be notified in advance of when the delivery will arrive and what it will contain.

Another sign of the higher priority which logistics systems are taking is that logistics managers have become proactive in establishing EDI systems, rather than leaving it to IT managers, as was the situation a couple of years ago.

Mr Mark McDonnell, marketing director for GE Information Services, says logistics managers in retailing are particularly interested in the application of EDI to co-managed inventory systems, by which suppliers share responsibility for keeping store shelves stacked.

In choosing their suppliers, retailers are looking much less at the price of their goods and much more at their ability to deliver reliably, he notes.

Another advance is the gradual integration of systems which start to deliver advantages in cost-saving, speed of communication and accuracy of information.

"If you send a message electronically and it has to be re-keyed at the other end, you don't gain anything," says Mr Philip Bird, technical director of software supplier Atlas Products International. "But if it is handled electronically throughout, then the benefits start to come through."

In the past couple of years many more types of message have been adopted for logistics. Most companies began with either electronic orders or invoices, but now many have moved on to order and delivery acknowledgements.

The Edifact standard (EDI for Administration, Commerce and Trade), backed by the United Nations, has become broadly accepted worldwide and will be more so after the Ansi (American National Standards Institute) comes in line with it

next year. The growth in the number of documents contained within Edifact is starting to bring greater control to supply chain management. And the benefits of electronic commerce start small and grow as integration proceeds, says Mr Bird: "It has a knock-on effect, so that if freight forwarders get better information they can plan routes and vehicle usage better and cut down the consumption of tyres and fuel. Manufacturers who get better information about goods returned from customers can take earlier action to put right problems in production."

The barcode system which forms another key element in electronic trading is constantly evolving. Data about the movement of goods is being incorporated within EDI systems by the adoption of a new barcode standard called EAN128, created under the European Article Numbering system.

EAN128 has made it possible to encode much more information on tags attached to pallets. The tags can be read by scanners at any point along the supply chain. "Now we can track pallets more effectively, so we can plan in advance where the goods will go when we receive them," says Mr Ken Stephens, head of logistics development for Nestlé UK. The food and drinks manufacturer was one of the first to adopt EAN128.

However, there are still some experts who remain sceptical about the benefits of these new methods of supply chain management and about the willingness of companies to adopt them.

Dr Derek Wright, business development director at Cranfield School of Management's logistics centre, says there is still a lot more talk about supply chain management than action to achieve it. This is partly because managers continue to defend their traditional spheres of authority and partly because they are nervous about working too closely with business partners, he says.

"They understand all the benefits of EDI, but the reality is there must be some losers as well as winners. There is bound to be a risk involved in getting too close to one of your customers."

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6 LOGISTICS

■ Air cargo: by Phillip Hastings

Shake-up looms for 'fire brigade'

Recent developments reflect a growing demand for integration

Traditionally, as much as 85-90 per cent of standard international air cargo business has been handled by freight forwarders acting as intermediaries for shippers and airlines.

The general pattern of activity has involved shippers and consignees primarily working with forwarders who in turn have dealt with the airlines. And the overall effect of such operations, says Mr Bobby Grin, director of cargo development for Dutch airline KLM, is a segmented supply chain.

"On average, there are 11 entities - customs, truckers, handling companies, forwarders, etc - in the air cargo chain. And the interfaces between these are still being organised like an old Chinese fire brigade, with a bucket of water being passed along from one pair of hands

to another," says Mr Grin. However, as international logistics systems become ever more sophisticated, all the parties involved in air cargo operations are now having to redefine their respective roles.

Airlines and forwarders, for example, are increasingly seeking to develop partnership-type working relationships in an attempt to provide shippers with the higher service levels they are demanding.

"All relationships in the air cargo chain are changing. They are generally becoming less adversarial with more emphasis on partnerships," confirmed Mr Mike Rawlins, manager of sales and marketing, Europe, Middle East and Africa, for global forwarder Emery Worldwide.

That trend was further highlighted in September when the Geneva-based International Air Transport Association (Iata) organised a two-day "Cargo Partnership Symposium" in Paris for senior executives from leading cargo-carrying air-

lines and forwarders.

That event was inspired partly by growing fears in both industries that they are rapidly losing business to global express companies - or integrators as they are often called - such as DHL and United Parcel Service (UPS).

The other motivation, said Mr Colin Mills, director cargo services for Iata, is a growing awareness among airlines and forwarders that while the air cargo industry and technology has changed substantially over the past few years, the way they do business together has not.

"The tools are now becoming available to allow such change and shippers are saying that they want better service," he added.

Certain airlines are also looking to step up their direct contact with cargo shippers. "If a customer asks us to deal with him directly, we will do that," said Mr Grin. However, KLM stresses that it is also looking to develop strong partnerships with interested forwarders. Recently, for example, it



DHL has its own extensive overnight air network within Europe and is continuing to expand its air links elsewhere in the world, including inter-continental operations.

signed a business code of conduct with UK-based forwarder MSAS Cargo International. "Transactional transparency and a commitment to open and honest communications are implicit in this understanding, which also formalises a joint undertak-

ing to uphold specific measurable criteria," stated the two companies.

Such developments reflect a growing demand from the air cargo industry's multinational customers, in particular, for integrated distribution systems and shorter

response times. Predictably, leading air freight forwarders - or logistics service companies as they now prefer to be called - claim they are well placed to develop a leading role in such supply chain management.

Emery, for example, has

established a "Global Logistics" division. Meanwhile, US-based rival AEI now prefers to use those initials rather than its former full name of Air Express International to emphasise that it is now much more than just an air freight forwarder.

Mr Guenter Rohrmann, AEI president and chief executive officer, said examples of the sort of logistics capability his company could now offer included a purchase order management service which enables customers to off-load many administrative tasks associated with the procurement process.

"Our global infrastructure can check on supplier performance at many levels, such as validation of commodities shipped on time, in the correct quantities and material to specification. Services also include proper labelling and the transmission of EDI shipping notices," he added.

Examples of logistics activity quoted by Emery include a "configuration" facility it runs in Frankfurt, Germany, for US-based data storage equipment manufacturer Iomega. Services provided there by Emery include receiving orders, packaging them to specification and co-ordinating deliveries to customers and vendors in many locations throughout Europe.

However, forwarders are facing growing competition for international air freight and general logistics management business.

Prominent among the sources of that competition are leading global air express service operators, notably DHL, UPS, TNT, Express Worldwide and Federal Express. The first three have their own extensive overnight air networks within Europe and all four are continuing to expand their air links elsewhere in the world, including inter-continental operations.

Again, the emphasis is increasingly on providing air services as part of a broader supply chain management package.

Certain airlines, too, are now beginning to look at ways of stepping up their involvement in logistics management. Probably the most prominent in that context is KLM which recently revealed it is thinking about splitting its cargo organisation in two to better cater for current trends in global logistics activities.

"Larger shippers will - and already do - actively support carriers and forwarders who want to become more a logistics service supplier than simply a flyer or trucker or operator," commented Mr Grin.

The end result of such growing competition as far as buyers of air cargo services are concerned is an increasing range of service providers and product options.

In that context, a number of developments are helping

make it easier for buyers to assess the relative merits of competing services by providing them with more information.

For example, air cargo industry customers have long complained about the problems which arise when shipments are not flown as booked and the difficulty in getting figures which enable them to compare the performance of individual service providers.

In response to such criticism, this year has seen a sudden pronounced move by the air cargo industry to start publishing regular performance figures.

MSAS, for example, is now publishing quarterly reports. Figures for the first quarter of this year showed that the forwarder achieved a 90.8 per cent flown-as-booked record. That performance improved to 92 per cent in the second quarter and is expected to reach about 92.7 per cent for the third quarter.

"The improvement came from both ourselves and the airlines we use," said a spokesman for MSAS.

Shippers, though, argue that the figures which really

The main technological emphasis is very much on management information

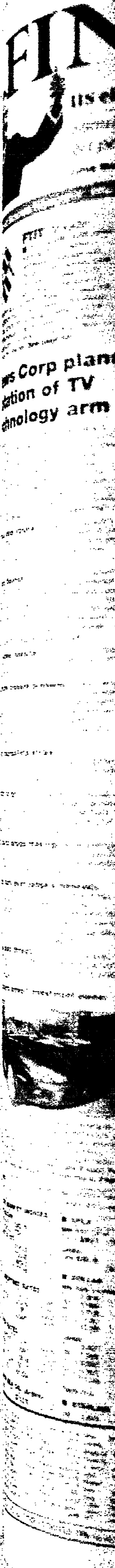
interest them are those for actual delivery times. "What matters most to an exporter is that his consignment arrives as booked," emphasised the British Shippers Council.

In a further bid to prove their service integrity, forwarders, express companies and airlines are also increasingly seeking to secure international quality standards accreditation, notably ISO (International Standards Organisation) 9002.

"An ISO certification assures the customer that the seller can furnish an acceptable product or service according to internationally agreed standards," commented Mr Mike Saltba, manager UK and Ireland for Middle East-based express, air cargo and distribution services company Aramex.

As far as technological developments in the international air freight industry are concerned, the main emphasis is currently very much on communications and management information.

Earlier this year, for example, Syntegra, the systems integration division of telecommunications giant BT, launched an Internet-based service called CargoConnect which is designed to enable airline customers to get real-time shipment information from all participating carriers.



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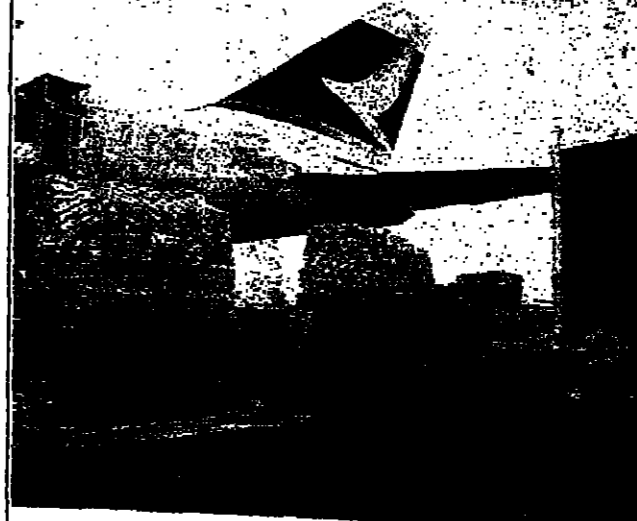
Outsourcing to Ryder can sharpen your company locus and help you reach your goals faster. To see your profits take off, call Ryder on 0800 282 800.

"We aim to provide unique, customised logistics solutions that differentiate your business from your competitors through superior service and lower cost."

John Stocker, Director Integrated Logistics, Ryder Plc.



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There is a growing demand from the air cargo industry's multinational customers, in particular, for integrated distribution systems and shorter response times.

